

Agencies	Sec. 15	Indonesia	Rs 2000	Portugal	Esc 65
Belgium	Dr 1,050	Japan	Yen 100	S. Africa	R 6 00
Brunei	Br 735	Korea	W 554	Singapore	CS 4,10
Canada	CS 2,00	Malta	Fls 500	Spain	Pe 95
Cyprus	Fls 500	Spain	Fls 500	Sri Lanka	Rs 30
Denmark	Dr 7,700	Taiwan	Dr 6,000	Tunisia	Dr 30
Egypt	EC 1,00	Thailand	Dr 17,35	Sweden	Sk 2,25
Finland	Fls 5,500	Malta	Fls 4,25	Turkey	TL 500
France	Fr 1,050	Malta	Fls 300	U.S.A.	Dr 1,000
Germany	DM 2,00	Malta	Fls 300	U.S.S.R.	Dr 1,000
Greece	Dr 60	Malta	Fls 2,25	Turkey	Dr 1,000
Hong Kong	HK 12	Malta	Fls 6,00	U.A.E.	Dr 6,00
Ireland	Fls 15	Philippines	Ps 20	U.S.A.	Dr 1,000

No. 29,194

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Monday December 12 1983

D 8523 B

EEC and Canada face clash over newsprint, Page 5

NEWS SUMMARY

GENERAL

Israel snub to Greece on try to end Arafat deadlock

Israel, asked by Greece for an undertaking not to interfere with its proposed evacuation of Palestine Liberation Organisation leader Yasir Arafat and supporters from Tripoli in Lebanon, said it would give no guarantees.

Its Cabinet discussed the matter in Jerusalem yesterday. Arafat followers claimed responsibility for a Jerusalem bus bombing that killed five people last week.

In an incident in a south Lebanon village five Lebanese civilians were shot in the legs by Israeli soldiers dispersing a stone-throwing crowd. The new ceasefire around Beirut generally held yesterday. But a committee responsible for organising the reopening of the Beirut airport failed to meet because of a boycott by one of the opposition militias. Page 2

Japan says no

Japan said British aircraft carrier Invincible could not make good will visit if it was carrying nuclear weapons. Page 4

Liberal entente

Liberal and radical parties in all EEC countries except Ireland agreed in Munich a joint manifesto on which to fight the June European elections. They agreed to back the deployment of U.S. cruise and Pershing missiles in Europe, despite some objections from UK delegates.

Walesa's call

In his Oslo Nobel speech, read for him by exiled Solidarity colleague Bogdan Cywinski, Peace Prize winner Lech Walesa expressed his desire for Poland to prove to the world that even the most complex situations could be solved by dialogue and not by force. Page 4

Anti-nuclear rallies

More than 30,000 anti-nuclear campaigners protested at Greenham Common airbase, England, and 31 people were arrested. More than 23,000 marched in three demonstrations in Italy. About 100 broke into a Dutch airbase considered likely to house U.S. cruise missiles. West German police arrested 45 at a U.S. air base. Page 14

President Ershad

Bangladesh's leader Lt-Gen Hossain Mohammad Ershad declared himself president, 20 months after proclaiming military rule. Page 2

British spaceman

Britain's Cabinet committee for defence and overseas policy is likely to give the go-ahead today for Britain's first astronaut, who would be responsible for launching a military satellite, probably from a U.S. space shuttle, in late 1985 or 1986.

Klansman convicted

A largely white jury in Alabama convicted a member of the white supremacist Ku Klux Klan of killing a black teenager, and recommended that he be jailed for life, without parole.

Oil tanker blaze

A fully laden Greek oil tanker, Pericle GO, was ablaze off Doha in the Gulf, and Qatar officials said it was in danger of exploding. A Dutch salvage team arrived and started work.

Sport highlights

Tennis, Melbourne: M. Wikander (Sweden) beat J. Lendl (Czech) 6-1, 4-6, 6-4 to win the Australian men's singles title. Women's doubles: M. Navratilova, P. Shriver (U.S.) beat A. Hobbs (GB), W. Turnbull (Aust) 6-4, 7-6, 6-2. Golf, Jakarta: R. Caldwell shot a last-round 65 to help United States win the World Cup with a 665 aggregate, seven ahead of Canada. Soccer, Tokyo: Grêmio, Brazil beat Hamburg SV 2-1 in extra time to win the World Club Championship. Page 16

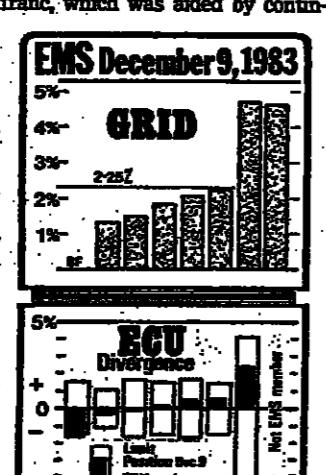
BUSINESS

Allianz advisers

with whose management they had week-end discussions. Page 14

• THE DOLLAR's strength remained the dominant factor affecting the European Monetary System last week. It rose to record levels against several currencies, including the French franc and Italian lira, and broke a ten-year high against the D-Mark.

The weakness of the D-Mark helped to improve the Belgian franc, which was aided by contin-



Among the factors which are contributing to the gloomier picture are demands from some departments for higher spending allocations and decisions to stick to earlier projections and ignore cuts which have already been made.

In Brussels at the weekend, Mr Donald Regan, the Treasury Secretary, did not seek to exclude the Administration from all responsibility

thinking about the deficit which is now under way in Washington is the fact that some of the views of Mr Martin Feldstein, the controversial Chairman of the Council of Economic Advisers, have begun to gain ground.

A factor which has contributed to White House concern is the realisation that unless the President's 1985 budget contains the contingency tax increase backed by Mr Feldstein, the budget deficit will look even worse. This standby tax proposal, included in the President's 1984 budget plan, called for tax increases of \$20bn in 1985 rising to \$33bn if the budget deficit in 1985 was more than 2.5 per cent of gross national product.

Officials are becoming more aware of the effects of underlying economic assumptions on their budget predictions. Simply because of the stronger growth than expected in the economy this year, forecasts for the future will have to be scaled back making it harder to predict the earlier sharp budget deficit reductions.

One indication of the shift in

U.S. concern on deficit as budget decisions loom

BY STEWART FLEMING IN WASHINGTON AND JOHN WYLES IN BRUSSELS

Senior Reagan Administration officials are seriously concerned about the outlook for both interest rates and the federal budget deficit as they reach the critical stages of the decision making process leading up to the presentation next month of budget proposals for the fiscal year 1985.

Already, Administration officials

are recognising that even on the relatively optimistic assumptions for interest rates and real growth in the economy built into its budget forecasts for 1985 and beyond, real spending is likely to rise more rapidly than had been anticipated and budget deficits - after dipping around \$185bn in the current fiscal year - could begin to rise again.

The Washington Post reported yesterday that officials are concerned that when President Reagan presents his budget plans to Congress next month, the projected 1985 deficit will be some \$20bn higher than the \$170bn projected last July.

But he repeated his warning that the chances of a fall in U.S. interest rates in the coming months are 'not high'. Even if they come down somewhat, they will still be historically high.

In a reference to Mrs Thatcher's comment last week that high U.S.

interest rates are 'extremely damaging' to Britain and other European countries, he said: 'I tried to persuade her, and I hoped I had done so, that high deficits are not the only cause of high interest rates. The deficit is one of the causes but others are fiscal policy, monetary policy and inflationary expectations.'

One indication of the shift in

thinking about the deficit which is now under way in Washington is the fact that some of the views of Mr Martin Feldstein, the controversial Chairman of the Council of Economic Advisers, have begun to gain ground.

A factor which has contributed to White House concern is the realisation that unless the President's 1985 budget contains the contingency tax increase backed by Mr Feldstein, the budget deficit will look even worse. This standby tax proposal, included in the President's 1984 budget plan, called for tax increases of \$20bn in 1985 rising to \$33bn if the budget deficit in 1985 was more than 2.5 per cent of gross national product.

Officials are becoming more aware of the effects of underlying economic assumptions on their budget predictions. Simply because of the stronger growth than expected in the economy this year, forecasts for the future will have to be scaled back making it harder to predict the earlier sharp budget deficit reductions.

One indication of the shift in

Reagan to be pressed over IDA funding

By David Marsh in Paris

PRESIDENT Ronald Reagan is expected to come under increased pressure from EEC leaders over the next month to agree a last-minute increase in US multilateral aid for the poorest developing countries.

This follows the refusal of US

officials

at a crucial meeting of aid donors in Paris over the weekend to reconsider Washington's plan for a sharp cut in its contribution over the next three years to the International Development Association (IDA), the soft-loan affiliate of the World Bank.

The U.S. Government's planned cut in multilateral aid leaves IDA with the gravest funding crisis in its 22-year history.

Because other donor nations

are refusing to increase their share of the 33-nation group's funding to make up for any U.S.

shortfall, the development agency risks a cut in its resources for disbursement over the next three years to \$9bn from the \$12bn budget over the past three years.

This compares with a target of

\$16bn for 1984-87 originally set

by the World Bank. All the 33

IDA donors, apart from the U.S.

shortfall, the development agency risks a cut in its resources for disbursement over the next three years.

World Bank officials said the U.S. was 'isolated' at the Paris meeting and described the mood as one of 'severe disappointment' that the Americans had refused to budge.

Worried by the prospect of a

sharp drop in real terms in aid to

needy countries, already severely

affected by the world recession,

EEC heads of government, following the Athens summit, have written to President Reagan urging him to reconsider the Administration's stance on IDA.

Further efforts to influence the

President directly are likely to

be undertaken to

the weekend of January 21.

Unless there is an eleventh-

hour American change of mind,

this looks likely to formalise an IDA ceiling of \$9bn for the next three years.

It is possible that other IDA

donors could agree a 'parallel

fund' to top up resources by per-

haps a further \$2bn for 1984-87.

In this case, breaking with the

normal principles of multilateral

aid disbursements, the contribut-

ing countries would probably bar-

U.S. companies from equipment

Continued on Page 14

cessation of hostilities: reduction of the 150-mile exclusion zone around the Falklands and a freeze on construction of the new Port Stanley airport. But he pointed out that Britain would have great difficulty with the second, since the airport was needed for economic and com-

mercial reasons.

Mrs Thatcher's initiative in send-

ing the message is understood to

have stemmed from a meeting be-

tween the Argentine Government

and a British diplomat in Buenos

Aires 10 days ago. Four British dip-

lomats have been working in the

Swiss Embassy there since the

breaking off of diplomatic rela-

tions.

More behind the scenes contacts

are expected, possibly through Sr

Hugo Cobba, the UN envoy to Cy-

prus who is President Alfonso's

newly appointed special represen-

tive for the Falklands.

The U.S. Government has also re-

peated its offer to mediate between

London and Buenos Aires. Mr

George Bush, the U.S. Vice-Presi-

dent, met President Alfonso pri-

ately on Saturday night.

Washington is also understood to

have offered to try to persuade U.S.

banks to adopt a flexible attitude

when \$17bn of Argentina's \$60bn

foreign debt comes up for renegoti-

ation next year.

In return, the U.S. has been seek-

ing reassurances of the new govern-

The Ebic banks bring strength and experience to your financial operations

Over the past 20 years, the Ebic banks have been co-operating with each other in order to offer services which are both innovative and dynamic to their national and international customers. Their expertise has benefited small, as well as large businesses, importers, exporters, international organisations, states and, indeed, governments.

Through their interbank co-operation, their international networks and their common investments, the Ebic banks can assist in a variety of financial operations. These include business loans, export financing, euroloans, foreign exchange risk coverage, eurocurrency issues, project financing, mergers and acquisitions and many others.

Specially created by the Ebic banks are a number of common investments in which either all or the majority of the member banks have important holdings. In Europe, for instance, there's European Banking Company SA Brussels and European Banking Company Limited in London which together, as the European Banking Group, wholly-owned by the seven



Amsterdam-Rotterdam Bank



Banca Commerciale Italiana



Creditanstalt-Bankverein



Deutsche Bank AG



Midland Bank plc



Société Générale de Banque Generale Bankmaatschappij



Société Générale



ebic
European Banks International

Europe's most experienced banking group

Ebic banks offer specialised services throughout the world.

In the States, there's European American Bancorp (EAB) with subsidiaries in New York and their affiliates and branches in Bermuda, Cayman Islands, Chicago, Los Angeles and Nassau (Bahamas).

Then there's European Asian Bank (Eurasbank). Headquartered in Hamburg, it has branches in Bangkok, Bombay, Colombo, Hong Kong, Jakarta, Karachi, Kuala Lumpur, Lahore, Macau, Manila, Seoul, Singapore and Taipei.

Ebic banks also have important participations in European Arab Bank in Brussels, Cairo, Frankfurt, London and Manama (Bahrain), and in Euro-Pacific Finance Corporation in Brisbane, Melbourne and Sydney.

If you'd like to take advantage of our financial strength and experience, and would appreciate further details, then just send your business card, marked "Information on Ebic" to the Ebic Secretariat, 100 Boulevard du Souverain, B-1170 Brussels.

OVERSEAS NEWS

Ershad takes over Bangladesh presidency

By Sayed Kamalluddin in Dhaka
Lieut-Gen Hossain Mohammad Ershad, Bangladesh's military ruler, took over the country's Presidency yesterday, 20 months after proclaiming military rule.

It is believed he will now release the major opposition leaders who have been held in "protective custody" since the violent incidents of November 28 which led to the imposition of curfew and new clamp on political activities.

Normalcy returned to the country quickly. The Government relaxed curfew hours and Gen Ershad pledged again to hold elections as scheduled. He also offered to enter into a dialogue with the opposition.

In fact, speculation suggests that he has already had discussions with the two main opposition leaders — Begum Khaleda Zia (the late President Zia's widow), leader of the seven-party Combine and the 15-party Alliance, Sheikh Hasina Wajed, daughter of the late Sheikh Mujibur Rahman and leader of the 15 per cent Alliance while they were under house arrest.

In an address to the nation last night, Gen Ershad said that he took over the President's post so that he could confine himself to the process of restoring democracy in the country.

"I am inviting the leaders of the political parties in an open mind to enter into dialogue with me to expedite the transition from military rule to democracy."

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Financial Times, USP, No 180840, published daily except Sundays and holidays. U.S. subscription rates \$430.00 per annum. Second class postage paid at New York, NY and at additional mailing offices. POSTMASTER: send address changes to: FINANCIAL TIMES, 76 Rockfeller Plaza, NY, NY 10019.

Israel refuses to guarantee safe passage for Arafat from Tripoli

By DAVID LENNON IN TEL AVIV

ISRAEL will not give any guarantees for the safe passage of Mr Yassir Arafat, the PLO chairman, and his supporters said in Jerusalem yesterday after the weekly Cabinet meeting.

At the same time the official, Mr Dan Meridor, the Cabinet Secretary, would not say if Israel planned any action to prevent the evacuation of the PLO forces under international protection.

The Greek Government, which has offered to provide the ships to evacuate the PLO forces from Lebanon, asked Israel for an undertaking that its navy would not interfere with the evacuation. Mr Meridor refused to say specifically.

The Greek Government, which has offered to provide the ships to evacuate the PLO forces from Lebanon, asked Israel for an undertaking that its navy would not interfere with the evacuation. Mr Meridor refused to say specifically.

In fact, speculation suggests that he has already had discussions with the two main opposition leaders — Begum Khaleda Zia (the late President Zia's widow), leader of the seven-party Combine and the 15-party Alliance, Sheikh Hasina Wajed, daughter of the late Sheikh Mujibur Rahman and leader of the 15 per cent Alliance while they were under house arrest.

In an address to the nation last night, Gen Ershad said that he took over the President's post so that he could confine himself to the process of restoring democracy in the country.

"I am inviting the leaders of the political parties in an open mind to enter into dialogue with me to expedite the transition from military rule to democracy."

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

"To permit the use of the SR for third country transactions or to encourage its use as a reserve currency or trading currency is against our policy," he said, adding that the growth of an external SR market meant that important banking decisions were being taken outside the country.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

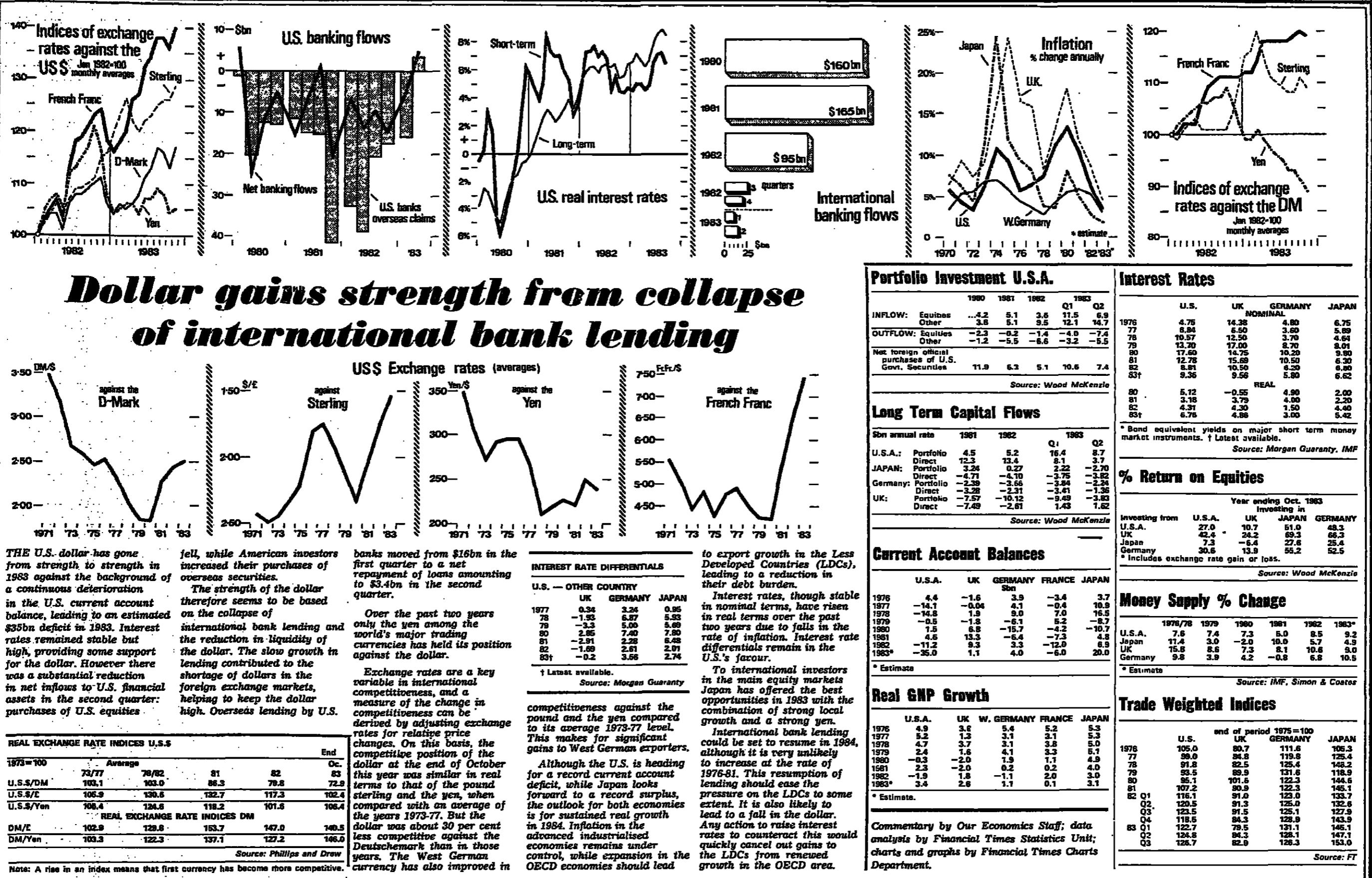
Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Observers here believe that Gen Ershad took over the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

STATISTICAL TRENDS: CURRENCIES



CHANGE IT WITH BARCLAYS BANK.

More than anything else in international trade, foreign exchange is a fundamentally simple business made complicated.

The result, all too often, is a succession of time-consuming problems.

At Barclays Bank, we remember that what you want is an efficient service - and we've geared our organisation to that end.

Barclays is the biggest foreign exchange dealer in London - the world's biggest foreign exchange market.

While around the world, Barclays can offer you

the services of a further nineteen dealing rooms - in such key business centres as Paris, Zurich, Bahrain, Singapore, Hong Kong, Tokyo, New York and San Francisco.

TIME IS MONEY

The scale of our foreign exchange dealings ensures a consistently competitive quote and, just as importantly, a speedy transaction.

It means a range of currencies - including exotics - that few other banks can match.

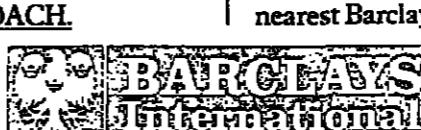
It means that Barclays will be happy to quote

even when stormy market conditions send other dealers running for cover.

And, of course, it means that Barclays has the resources, any time and anywhere, to handle even the very largest deals.

THE FLEXIBLE APPROACH

There's one more good reason to choose Barclays: you'll find no bank that has a more flexible and innovative attitude.



So you can depend on Barclays experts to know enough about the market, and enough about your business, to suggest any new approaches that could be worth your while - such as multi-currency borrowings, or forward rather than spot transactions.

Take the first step, and get in touch with your nearest Barclays branch.

You will discover a foreign exchange service that is, we believe, simply unique.

Not to mention uniquely simple.

UK NEWS

British Telecom's engineers count cost of strike

By David Goodhart, Labour Staff

THE POST Office Engineering Union's campaign of industrial action against the Government's proposed privatisation of state-owned British Telecom ends today as 1,400 members return to work in the London international exchanges.

Only a small minority in the union ever believed that industrial action could itself stop the Government's plans. But a total withdrawal from action will be seen by many inside and outside the union as a significant retreat.

It is straightforward financial necessity that has forced the hurried scaling-down of action. When the

1,100 members at inland BT in central London were on strike at the same time as the international members, the cost to the union in strike pay was over £100,000 a week.

The clear total cost to the union has been about £2.5m. The POEU had total assets before the action of about £4.3m and is not going to go bankrupt. But it already owes other unions over £1m. Its bank about £4m and the BT pension fund about £7m for the members who have been on strike for the last eight weeks.

It was some of these stark facts

that persuaded the executive to send the international members back earlier than expected and without getting the status quo agreement that they wanted.

There have been other costs of the industrial action. First, it has undoubtedly alienated a minority of members. Since October 1982, when the union organised its first one-day strike against privatisation, about 5,000 have left the union.

Second, the union's bluff has been called on its industrial muscle. It was widely believed that the international exchanges would virtu-

ally collapse after a few weeks of action, but they have been kept going. BT management will also have noted that they have run with less than a third of the usual manning levels.

Many on the centre right - which dominated the union for decades before a broad left victory last June

would argue that the action should have been called off a month ago. But they would also say that "something had to be done" by way of industrial action and point to the success that industrial action has had in highlighting the issue on the union's terms.

Inflation set to fall 'if sterling remains stable'

By MAX WILKINSON, ECONOMICS CORRESPONDENT

THE TREASURY's prediction that the UK inflation rate will fall rather than rise next year could prove correct, says a leading independent forecasting organisation today.

The London Business School Centre for Economic Forecasting (LBS) which itself predicted a modestly rising inflation rate, concedes that the outlook is likely to be brighter if the exchange rate remains stable.

However, in a commentary on the Treasury's autumn forecast, the LBS says that it believes the Treasury's prediction of a 3 per cent economic growth rate next year is over-optimistic.

The commentary follows a series of analyses using the LBS computer model of the economy to test the assumptions behind the different forecasts.

This year, the Treasury is significantly more optimistic about the prospects for inflation and growth in 1984 than the consensus of outside forecasters.

Even small differences in the expected rates of growth and inflation could change the balance in the next budget from tax increases to tax cuts or vice-versa.

The LBS identifies the Treasury's assumption of stable oil prices and an unchanged exchange rate as crucial to its forecast that inflation will fall to an annual rate of 4½ per cent by next autumn.

The centre's own forecast of an inflation rate of 5½ per cent by that time is based on the view that the value of sterling will drift downwards. However, it agrees with the Treasury that the lower figure

might be achieved if sterling remains firm. It also points out that the difference between the two forecasts for inflation is well within the margin of error for either prediction.

It sees a "genuine difference of view" about the prospects for the growth in output, with the Treasury projecting a rise of 3 per cent next year against the LBS forecast of a little over 2 per cent.

It says the main reasons for the Treasury's higher figure are:

- The view that private consumption will grow by 2½ per cent, a rather faster rate than the LBS thinks is likely.
- A somewhat optimistic view of the growth of exports as the world economy recovers.

• The view that lower inflation will boost the real value of government spending.

The centre also discusses whether special sales of state assets should be considered as reducing the public sector borrowing requirement, as at present, or whether they should be considered as a method financing borrowing.

It concludes: "The risk that the Government faces under present arrangements is that a successful privatisation programme could lead to inflationary overheating, since the resulting asset sales will enable the authorities to increase the direct claims of the public sector on resources while remaining within their PSBR guidelines."

Merchant banks aim to change EEC limit

By David Leesel

BRITAIN'S merchant banks are preparing to lobby for changes in a proposed EEC directive on bank accounting which they fear could force them to reduce their hidden reserves.

The directive, which is shortly to go before the Council of Ministers in Brussels, will allow banks to keep hidden reserves equal to 5 per cent of their assets. The definition of assets, however, is so narrow that it excludes many items on a typical merchant bank's balance sheet.

Mr Robin Hutton, secretary of the Accepting Houses Committee, said: "We do not see why anyone should object to what part of a bank's assets are covered by the definition."

The committee will put its case for a more relaxed definition of assets as loans and advances, the main items on the balance sheets of commercial banks. However, merchant banks, which are more entrepreneurial by nature, tend to have a large part of their assets in such things as gold, commodities, Eurobonds and contingent liabilities.

If these do not count, the qualifying portion of their assets will be so small that many banks' reserves would exceed the 5 per cent limit and would have to be reduced. With the broader definition, though, hidden reserves would be acceptable. The merchant banks' objections are a new twist to the debate about hidden reserves that has continued in the EEC for more than a year.

BBC expected to delay satellite TV

By Raymond Snoddy

THE BBC is close to deciding that it cannot go ahead with its direct broadcast by satellite (DBS) service in 1986 as planned. The board of governors will take the final decision on Thursday.

A series of forecasts has shown that receiving equipment is unlikely to be available on time or at a cost low enough to attract a commercially viable audience.

The Government still has not announced technical standards for the receiving equipment. It has delayed these in the increasingly forlorn hope that it can win the backing of the French and West German governments to establish the system it favours - C-MAC with digital sound as a full European standard.

Regional policy to be made more flexible

By ANTHONY MORETON, REGIONAL AFFAIRS EDITOR

THE GOVERNMENT'S long-awaited White Paper statement of intent on regional policy, considered to be one of the most important reviews of the system since 1945, will be published this week.

It will take as its central point the need to introduce more selectivity and flexibility into the system in place of the block grants given automatically to certain areas.

This lack of flexibility has been particularly criticised in the West Midlands, where unemployment levels have risen to heights usually associated with blackspots such as Tyneside and Clydeside.

The Government will also announce that it is to honour its pledge to the European Commission to phase out by the end of 1984

BNFL expects public criticism

By David Fishlock

BRITISH Nuclear Fuels (BNFL), which is state-owned, expects to be publicly criticised by the Government this week for contaminating 25 miles of Cumbrian coast in north-west England with radioactivity.

The radioactivity, as much as 1,000 times natural background levels, although still very slight, was released during annual maintenance operations on BNFL's Sellafield factory.

BNFL refused to comment yesterday on press reports that an inquiry by the Nuclear Installations Inspectorate was highly critical of Sellafield management.

NOTICE TO BONDHOLDERS 41% LAND BONDS

Notice is hereby given that a drawing of the above mentioned Bonds was conducted by the Central Bank of Ireland, Dublin, on the 7th to the 10th November, 1983 inclusive, when Bonds amounting to Stg. £402,600 were drawn for redemption at par on 1st January, 1984, from which date interest will cease to be payable thereon.

Particulars of the draw numbers of the Bonds drawn have been published in the Supplement of "Iris Oifigiúil" on the 28th November, 1983, which may be obtained from the Government Publications Sale Office, G.P.O. Arcade, Dublin 1. One copy of the Supplement will be supplied to the Stock Exchanges in Dublin, London and Manchester and may also be inspected at the Irish Embassy, 17 Grosvenor Place, London SW1.

Bondholders concerned are being advised by the Central Bank of Ireland and are being supplied with forms of application for the principal monies payable.

DEPARTMENT OF FINANCE
Dublin
December, 1983

HIGH EFFICIENCY

AIR FRANCE CARGO
TRANSPORTING AN EIGHT-TON ROAD
COMPACTOR IS THE SORT OF TASK WE
CARRY OUT EVERY DAY. QUICKLY AND
RELIABLY. AND THIS EFFICIENT SERVICE
HAS HELPED MAKE AIR FRANCE THE
WORLD'S SECOND LARGEST INTERNATIONA
L CARGO CARRIER.
A PERFORMANCE THAT'S JUST ANOTHER
EXAMPLE OF THE HIGH LEVEL EFFICIENCY
YOU FIND WHEN YOU FLY AIR FRANCE.

AIR FRANCE //
WE'RE AIMING EVEN HIGHER

AIR FRANCE cargo



When it comes to exhibitions there's only one site for Britain's builders.

When you're staging one of Britain's biggest ever trade exhibitions you need to know that the venue you choose can cope.

That's why, for the fourth time in succession, The Building Trades Exhibition brought the International Building and Construction Exhibition - Interbuild - to the National Exhibition Centre.

Spread over 98,000 square metres, Interbuild '83 was the largest yet, attracting 1,500 exhibitors and over 150,000 trade buyers from Britain and abroad.

We made sure every last detail was taken care of - even last minute bookers were assured hotel accommodation, thanks to the efforts of the Birmingham Convention and Visitor Bureau based at the Centre.

The NEC-making a stand for better exhibitions

It's not difficult to understand why 40 trade and public exhibitions and more than 25 spectator events come to us every year. (Check our list and you'll see just some of the names that are appearing in the near future.)

Over £130 million has been invested to make the NEC, complete with its unique road, rail and air services, one of the best equipped, most accessible commercial stages in Europe.

And we're continually striving to improve the comprehensive range of facilities we offer.

From next Spring, for example, 'Maglev' - the world's first, fully-automated, magnetic levitation transport system - will ferry visitors to and from the new passenger terminal at Birmingham's International Airport in only ninety seconds.

And, of course, we're at the very hub of Britain's motorway network, and well served by Inter-City rail.

What's more, a £2.5 million refurbishment scheme is now under way, introducing more amenities and enlarging our restaurants, bars and snack bars.

So whether you're a potential visitor, exhibitor or organiser, come to the Centre that's making a stand for better housed, better organised, better value exhibitions. Come and do business at the NEC.

For more information, contact:
The Marketing Manager, NATIONAL EXHIBITION CENTRE LIMITED,
Birmingham B40 1NT. Telephone: 021-780 4141 Telex: 336635

Pipetech '84
15 - 19 January
Which Computer? Show
17 - 20 January
International Spring Fair
Giftware and Hardware
5 - 9 February
Boat and Caravan Show
18 - 26 February
The Daily Telegraph
Business Enterprise
Show '84
21 - 25 February

Barclays Techmar
Exhibition of Technology,
Inventions and new
Industrial Techniques
21 - 25 February
Electrex '84
International
Electrotechnical Exhibition
27 February - 2 March
Home Appliances
International
11 - 14 March
Rubberex '84
12 - 16 March

Materials Testing
19 - 22 March
Glassex '84
25 - 28 March
Meatex
25 - 28 March
Hevac '84
Building Services
Exhibition
The 13th International
Heating, Ventilating, Air
Conditioning and Building
Services Exhibition
2 - 6 April



Setting the Standards



Top technology for deep research. Agip.

The deeper you want to go to find and produce oil or gas, the higher the level of your technology must be. And it needs top technology to reach energy sources at a depth over 25,000 feet onshore and 4,500 feet water depth offshore, and this is the technology that Agip supplies. So, when you are looking for an efficient, top rank oil company of international standing think of Agip. Born in 1926, Agip is today among the ten biggest oil companies in the world: an internationally operating company involving men and technologies with investments amounting to 17 billion dollars with constantly

high profits over the years to secure availability of energy at a national and international level. Agip with a very reliable economic and operative framework and with an enviable richness of experience and positive results participates in 180 joint-ventures with major oil companies all over the world, exporting high technology and sophisticated know-how. Agip operates at the highest international standard in 30 countries in Europe, Africa, the Far and Middle East, America and Australia to make its own contribution to the solving of energy problems with deep thinking and top results.



Agip
Eni Group.
Deep thinking. Top results.

HERE IS THE MOST EXCITING DEAL YOU EVER MADE.



Some business contracts can be an all-night thrill. Others are enjoyed over a lifetime. The purchase of a Falcon for instance. If you are still unconvinced, listen to what nearly 800 top executives who fly the Falcon world-wide have to say. Some will tell you that they can never tire of the harmonious lines of their Falcon's design, which radiates an impression of absolute power.

Others will justify their choice on technical grounds. All will agree that after purchasing a Falcon, they have probably concluded their most successful business deal. With a Falcon, you reach the absolute. Indeed, it is the only corporate jet designed, built, tested by the same men and with the same materials, the same techniques, the same exacting standards as those adopted for the construction of a fighter plane. It is a

fact that the qualities which the Falcon draws from its cousins the Mirage fighters are nearly provocative.

The Falcon is the only corporate jet with a structure that is certified "without working life limit". Its flying qualities are such that it is the only aircraft upon which certifying authorities have not imposed an artificial security system such as a stick-pusher or a stick-shaker. It is the only corporate jet which is not compelled, unless it's for your own comfort, to reduce speed in case of turbulence. (When one holds 9 world speed

records, one might as well enjoy it to the maximum!)

So, when the lucky businessman lands with his Falcon, he can only look at the skies and thank Heaven for sending him the most beautiful of all business deals. A plane which, even after a thousand flights, gives him the same pleasurable thrill as on the first day.

A special information kit on the Falcon 100, 200 and 50 has been prepared. To obtain it, please send your card to Paul Delorme, Dassault International, 27 rue Victor-Pauchet, 92420 Vaucresson, France, or just call him at the following number: (1) 741.79.21.

Dassault International

Business takes off with Falcon

THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

NEVER IN the glamorous and high-priced world of strategy consulting has there been a revolution quite like it. Just two years ago the Boston Consulting Group, Bain Braxton and the other leading "strategy boutiques," as they are now known in the trade, were still focussing the attention of potential clients on their staple menu of "scientific" analyses and matrices as the key to better corporate strategy.

Now most consultants are preaching the much more ambitious gospel of "corporate culture." Reluctantly reacting to their clients' need for more flexible and effective means of grappling with today's rapidly changing business environment, they are talking about ways of matching a company's strategy to its culture, or, even more ambitiously still, consciously, of helping a firm to change its culture "without its strategy."

"In Search of Excellence" — the much publicised million-plus seller which lays so much emphasis on corporate values and "keeping things simple" is only the tip of this growing cultural iceberg. McKinsey, the same consultancy which produced that book's authors, Tom Peters and Bob Waterman, has also spawned one of the writers of another current U.S. best-seller "Corporate Cultures."

To be fair to McKinsey, which has long dealt in various unlabelled aspects of cultural change, such as organisational design and implementation (as opposed to strategy analysis and formulation), it actually seems rather embarrassed by the success of the two books, and is approaching the new fashion of "culture consulting" with caution.

But it comes as quite a shock to find a specialised "strategy boutique" saying, in the words of BCG's latest "Annual Perspective," that "We believe the key has shifted from having a strategy to being able to change a strategy."

And again, "It is an inescapable fact that the shared values, beliefs and behaviour of a company — its culture — change only slowly. How does one actually change behaviour in a corporation when all the unwritten rules may work to keep it the same?"

However self-evident such truths may appear, they depart fundamentally from the dominant consulting patterns of the last two decades.

In the 1960s, in a period of economic and business growth through acquisitions as well as internally generated investment, the problems were of adjustment, control and planning. Top consultancies, led by McKinsey, focused on questions to do with internal management, such as divisionalisation, profit centre budgeting, and organisational

Corporate consulting

Why 'strategy boutiques' are changing tack

BY DEAN BERRY AND CHRISTOPHER LORENZ

issues.

In almost complete contrast, by the time BCG really got going in the late 1960s and 1970s (growing dramatically right through three recessions), the critical strategic issues were largely to do with businesses or markets — external systems, in other words. "Business consulting" as distinct from management consulting, was born.

A necessary pre-condition of this shift in focus (also reflected in what was taught at "advanced" business schools) was the development and spread of rational analyses (quantitative if at all possible) of business and management problems. A key symbol, and a direct influence on the techniques involved, was the way Robert McNamara had run the U.S. Department of Defense in the early 1960s — with numerical data, computer models, "counts" and "ratios."

He even looked rational, with his hair parted down the middle, and his precise, steel-rimmed spectacles. But it comes as quite a shock to find a specialised "strategy boutique" saying, in the words of BCG's latest "Annual Perspective," that "We believe the key has shifted from having a strategy to being able to change a strategy."

And again, "It is an inescapable fact that the shared values, beliefs and behaviour of a company — its culture — change only slowly. How does one actually change behaviour in a corporation when all the unwritten rules may work to keep it the same?"

However self-evident such truths may appear, they depart fundamentally from the dominant consulting patterns of the last two decades.

In the 1960s, in a period of economic and business growth through acquisitions as well as internally generated investment, the problems were of adjustment, control and planning. Top consultancies, led by McKinsey, focused on questions to do with internal management, such as divisionalisation, profit centre budgeting, and organisational

and legitimisation. This occurred when BCG launched a way to classify and label the strategic performance of operating units, with explicit tools for assessing their performance.

The "Experience Curve" and "Growth/Share" Matrices, plus the associated concept of "business portfolios."

The power of this kind of rational analysis, geared to the market and especially to competitive practice, seemed attuned to the strategic issues of the day and the inclinations of forward-looking managers and governments. The formulation of it gained rapid and wide acceptance, first in North America, and, more recently in Europe. Even the British and Swedish governments became clients.

The impact of BCG's tools and concepts on business schools was equally dramatic. Business policy, a subject area which had been almost wholly taught by the Harvard "case method," came to be seen as more critically important and academically valid. The professors anointed themselves teachers of "strategy" — it is always better to feel at the centre of a movement and part of its mystique than be trailing along in its wake.

In 1970, what followed was the natural process of gene splitting and cloning that marks professional organisations. A series of new firms such as Bain, Braxton and Marakon Associates — the "strategy boutiques" — was created. Like BCG, they grew extremely rapidly, each with its variation on a theme of an analytical crystal ball.

Among the "products" they used or created to sell business — "for client development" in the euphemism of the trade — were: PIMS (Profit Impact of Market Strategy), a massive database of business characteristics and performance; nine-



cell matrix screens of industry attractiveness; shareholder value analysis; and the ubiquitous "strategic business unit" (SBU).

For the new, analysis-orientated strategic consulting firms the business "development" process went as follows:

1. Hire the brightest and best of the MBA graduates and pay them extremely high salaries.

2. Develop a semi-proprietary analytical "product," make sure that it gets linked with a believable success story, and then advertise the product's power (this may mean writing a book or carefully placing a magazine article, since true professionals don't advertise).

3. Aggressively price the product up-market.

What an unbeatable formula!

Bright talented people using powerful tools for the fortunate few who can pay for competitive advantage!

That business concept worked extremely well for consultants; at least until a thoroughly deep recession on a global scale in the late 1970s and early 1980s

changed many of the rules of the world business game — or, rather, underlined the fact that the rules had never been as simple as implied by this sort of strategic consulting.

The 1970s hype of consulting firms to extremes; at one point it was even claimed that the PIMS database proved that the observed relationship between market share and profitability was actually cause and effect.

And the whole approach suffered from being over-directed to the choice of products and markets, and to making the investment decisions to support these market positions.

2. Develop a semi-proprietary analytical "product," make sure that it gets linked with a believable success story, and then advertise the product's power (this may mean writing a book or carefully placing a magazine article, since true professionals don't advertise).

3. Aggressively price the product up-market.

What an unbeatable formula!

Bright talented people using powerful tools for the fortunate few who can pay for competitive advantage!

That business concept worked extremely well for consultants; at least until a thoroughly deep recession on a global scale in the late 1970s and early 1980s

changed many of the rules of the world business game — or, rather, underlined the fact that the rules had never been as simple as implied by this sort of strategic consulting.

The 1970s hype of consulting firms to extremes; at one point it was even claimed that the PIMS database proved that the observed relationship between market share and profitability was actually cause and effect.

And the whole approach suffered from being over-directed to the choice of products and markets, and to making the investment decisions to support these market positions.

2. Develop a semi-proprietary analytical "product," make sure that it gets linked with a believable success story, and then advertise the product's power (this may mean writing a book or carefully placing a magazine article, since true professionals don't advertise).

3. Aggressively price the product up-market.

What an unbeatable formula!

Bright talented people using powerful tools for the fortunate few who can pay for competitive advantage!

That business concept worked extremely well for consultants; at least until a thoroughly deep recession on a global scale in the late 1970s and early 1980s

the pace and complexity of environmental change now require them to develop much greater abilities of adjustment, in organisational as well as strategic terms. They are frequently all too aware of the intransigence of their corporate cultures.

On their own, these factors constitute sufficient reason for the leading consulting firms to reposition themselves for the 1980s. But two further reasons could underlie their rapid shift towards a preoccupation with corporate culture.

First is the consulting world's need to fill a gap (actual or potential) in continuity and revenues. Quite a number of chief executives are abandoning the very long-term engagement of teams of consultants in favour of short, periodic contracts. Radically slimmed businesses need to get on with it and are politically sensitive to consultants who stay too long. Culture consulting, by contrast, must be carried out over protracted assignments (almost by definition) if it is to have any effect.

The second point is simply one of fashion. Because of the intangibility of their service, many consultancies feel they have to sell easily identifiable products or packages, rather than the vaguer but potentially more valuable competence of handling all sorts of problems and opportunities in the round and at depth.

Such "products" in consulting can be a trap in themselves whether they are about strategic analysis, culture or anything else. Yet even Management Analysis Centre, which has a better track record than most consultancies in effecting cultural change, has produced a new "checklist" called "the CEO's Change Agenda."

The strategy boutiques seem to be following suit either by creating their own culture "products" in a bid to capitalise on the fashion, or by implying in more general terms a competence in management and culture as well as in analysis. They are right to link culture management with market analysis. Good consulting needs both. But can they deliver?

"In search of excellence, by Thomas Peters and Robert Waterman, Harper and Row, £12.50."

"Corporate cultures, by Deal and Kennedy, Addison Wesley, £12.70."

Dean Berry is chairman of the Centre for Business Strategy at the London Business School. He was previously Dean of Insead, and taught at Harvard and Yale. He is also an independent consultant.

A further article, on the dangers of culture consulting, will appear on Wednesday's Management Page.

Overcoming recession

Risk taking is back in fashion

BY TIM DICKSON

RISK taking has been pushed into the back seat in recent years as major companies have struggled merely to survive. But a survey of current attitudes in 10 countries suggests that the tide may now have turned.

Regardless of how robust the economic recovery proves to be a large percentage of nearly 400 European, Asian and South American executives surveyed expressed confidence that their companies' willingness to engage in ventures "of a risk nature" will increase substantially over the next five years.

While the survey, in the latest issue of International Management, reflects an increased appetite for business risk, it is significant that the change in attitude was even more evident in privately owned manufacturing, service and sales firms employing less than 500 people — a category which comprised two-thirds of the respondents.

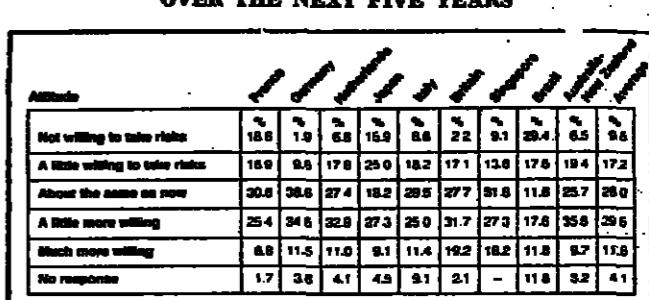
The swing in attitudes was established by asking executives to rate on a five-point scale their company's risk-taking profile over the previous five years and to contrast that with what they thought it would be over the next five (see below). More than 40 per cent thought their companies would be following suit either by creating their own culture "products" in a bid to capitalise on the fashion, or by implying in more general terms a competence in management and culture as well as in analysis. They are right to link culture management with market analysis. Good consulting needs both. But can they deliver?

"In search of excellence, by Thomas Peters and Robert Waterman, Harper and Row, £12.50."

"Corporate cultures, by Deal and Kennedy, Addison Wesley, £12.70."

Dean Berry is chairman of the Centre for Business Strategy at the London Business School. He was previously Dean of Insead, and taught at Harvard and Yale. He is also an independent consultant.

A further article, on the dangers of culture consulting, will appear on Wednesday's Management Page.



Your legacy: A way of life.

Do you love the wide open spaces? Clean air? The beauty of nature? Are they a part of the legacy you have planned for your loved ones?

Owning a large piece of land in America is possibly the most important decision you will ever make. Not only will you enjoy the rare privilege and pleasure of owning a large spread of ranchland today, it can remain a private corner of America in the future history of your family. Forbes Wagon Creek Ranch is offering just 404 people the unusual opportunity to purchase a substantial tract of land right next to its gigantic Forbes Trinchera Ranch in southern Colorado.

Minimum-size family ranches are 40 acres, and vary up to 74 acres, with prices starting at \$30,000.

Here in the foothills of the magnificent Rocky Mountains,

with restricted access to more than 17,000 acres (over 26 square miles), you can hunt deer, elk, grouse, and all kinds of wild game in season. Or you can ski cross country, fish for trout, ride horseback, or just enjoy the breathtaking dawns, sunsets, and the changing seasons in the shadow of one of Colorado's highest peaks, Mount Blanca.

This exclusive preserve is the perfect place for the outdoor-lover in you, and when passed on to your children, or your grandchildren, your ranchland bestows on your heirs the privilege of an unspoiled way of life. It's a very thoughtful way to shape the futures of those who will follow you.

For more information on how you can become a part of Forbes Magazine's private mountain hideaway, write or call for our full-color brochure.

FORBES WAGON CREEK RANCH
P. McCaldin/Forbes Europe Inc. Dept. B P. O. Box 86 London SW 11 3QT, England 01-223-9066

Obtain the Property Report required by Federal law and read it before signing anything. No Federal agency has judged the merits or value, if any, of this property. Equal Credit and Housing Opportunity.



Begin with your nearest First Interstate Bank office — London, Madrid, Milan, Frankfurt, or Abu Dhabi.

You'll have to cross Asia and the western hemisphere before reaching the end of our correspondent banking network.

We take you where many banks can't — and make correspondent banking easier for you — because we've grown internationally from a base of correspondent banking.

We can tailor our advanced telecommunications and attentive, personalized service to your needs. And we bring you the strength of a banking system with nearly 1,000 offices throughout the American West and major American-Pacific ports, as well as 10 offices in Asia from Tokyo to Sydney.

Learn more by calling your nearest First Interstate Bank office. A most remarkable world of correspondent banking awaits you.

First Interstate Bank
OFFICIAL SPONSOR OF THE 1984 OLYMPICS

THE ARTS

Architecture

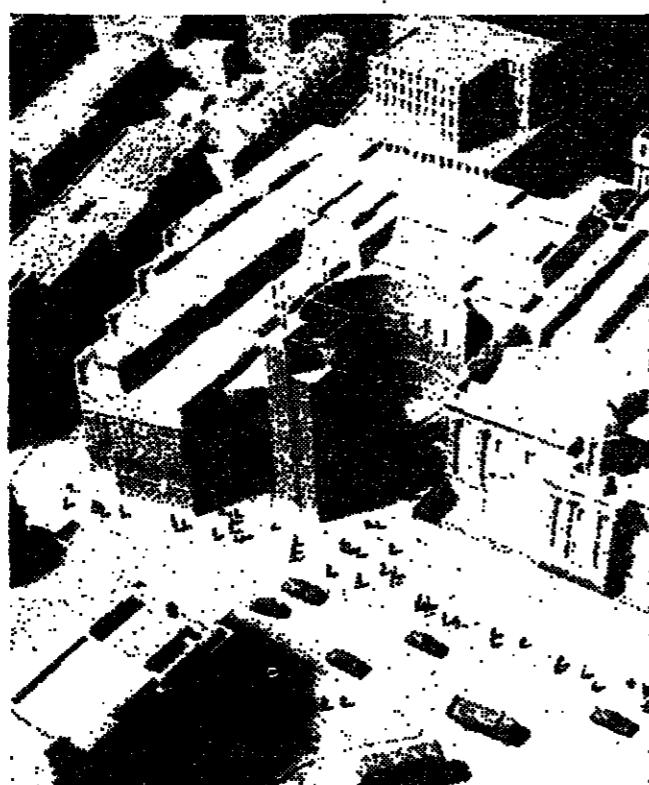
Colin Amery

Art and commerce

Last week the positively final version of the new design for the extension to the National Gallery was announced by Lord Annan, chairman of the trustees, and the developer Mr Nigel Brookes of Trafalgar House. It is a year since the architects Ahrends, Burton and Koralek and the developer won the competition and in that 12 months many changes have been made to the original design.

The principles remain—that the developer will provide the National with the new top-lit gallery space for the Early Renaissance collection and this will be financed and supported by offices leased to the developer for 123 years at a nominal rent. Lord Annan feels certain that this is the only way a gallery will actually be built in spite of the fact that the Government owns the land and has been asked to let it for the national service of the war. There may well be reservations about the divisions of the valuable space between art and commerce, and future generations will wonder why the Government could not afford to build its own building on its own site.

The anticipated cost of the extension is £13m—about one-sixth of the cost of one of the latest frigates ordered by the Government. For this sum the developer will acquire 51,000 square feet of offices (it has been suggested that the rental value is in the region of £1m per annum), and the gallery approximately 35,000 square feet of space. As the developer plans to make this office building his own headquarters this is in this arrangement the nation



Nelson's eye view of the new proposals for the National Gallery

estate agents' language a "high quality prelet" and is likely to give the developer and his backers a good 5 per cent development yield—an attractive prospect for any institutional investor. As a result of

gains some new rooms for some of the finest paintings in the world and the developers secure an important blue chip investment.

The question that exercises me, and anyone who has seen the latest models of the scheme, is what has happened to the architecture? When Ahrends, Burton and Koralek displayed their winning proposals there was an element of classical, almost Roman drama about their galleries. Curved ambulatory space and an almost vaulted roof gave this scheme a sense of architectural timelessness that suited the paintings and the whole atmosphere of the gallery.

The latest proposals have lost much of the architectural drama. This is presumably because since the competition the brief has been considerably amplified. The trustees requested an increase in the provision of gallery space. They also suggested that in the rooms they wanted to see "a sense of immutability of formality and balance and a rectangular layout with a degree of symmetry." This must have meant an almost complete redesign. During the last year the

music, except that it is fun to play. I keep trying with the music of this composer—when being serious it sounds like unspired Hindemith, when high-spirited it mimics trivial Milhaud. Suk's Elegy for piano solo was also new to me; some evocative, moaning shaped into a neat bipartite scheme, quite without individuality, or more than passing instrumental interest.

Nash Ensemble/Wigmore Hall

Andrew Clements

The Nash Ensemble's French/Greek series at the Wigmore Hall swing back to Eastern Europe on Saturday. But between the Suk, Dvorak, Martinu, and Smetana, the group found space for the first performance of a short vocal piece by John Buller. Sonnet is exactly what its title suggests, a five-minute setting for soprano, flute and string quartet of Shakespeare's 23rd sonnet, "Weary with toil, I haste to

my bed." As Buller's programme note acknowledged, matching Shakespeare to music can be tautological. His simple accompaniment reflects this awareness: an image of sight and dreams carefully assembled in shifting, sliding string chords, occasional flute flurries, and a vocal line that moves in simple curves with little ornamentation and graceful intervals. Not a major work, by any means, but

a superbly effective miniature evidently relished by Felicity Palmer.

Mrs Palmer also contributed to the Songs of Dvorak and Smetana's Night Songs, declaimed rather stridently, though with careful enunciation. The Nash players enjoyed themselves in Martinu's Sextet for flute, oboe, clarinet, two bassoons, and piano; at least, one hopes they did, for there seems little point in programming Martinu's chamber music, except that it is fun to play. I keep trying with the music of this composer—when being serious it sounds like unspired Hindemith, when high-spirited it mimics trivial Milhaud. Suk's Elegy for piano solo was also new to me; some evocative, moaning shaped into a neat bipartite scheme, quite without individuality, or more than passing instrumental interest.

Canso Trobar/Sadler's Wells

Clement Crisp

Saint-Saëns' gazing at us from a Douaien Rousseau jungle in the enchanting décor for *Carnival*; Geoffrey Burgon, setting biblical texts; realisations—very skilled by Martin Bax and Barrington Pheloung. The songs are the musical matter of London Contemporary Dance's latest programme. The range of inspiration is typical of the company's willingness to venture wide, and this final selection of works in their winter season is very well balanced. The Saint-Saëns *Carnival* is Siobhan Davies' ingeniously attractive staging made last year for Second Stage. It is excellently done by LEDT's artists and musicians, and it marks the return of Philippe Graudeau as guest for two numbers which I have enjoyedably created. And the third love, when a sensitive and endearing young hand to heart, matches the cuckoo's call. In its all-pervading a tragic Siyan Laurel, as the swan, he incarnated both bird and

irony is prominent, more cheerful than usual amid some Bartokian ideas and honest neo-classicism. It sounds more how more marginal than the earlier quartets, more like a good professional product than a very original testimony.

Zemlinsky's sharply imagined colours were realised precisely by the LaSalle team, whose own collective timbre is haunting and faintly husky, and wonderfully adaptable to the extreme hues required by Berg and Webern. The latter's Five Movements had all the delicate virtuous one admired when the LaSalle last played them here, and the crunch of absolute conviction too. The still briefer Five Bagatelles were ethereally poised and magical. Those are Expressionist pieces; the much later Trios and Quartets are 12-note constructions in Webern's individual stripped-down style, musical geometry in which performers must find the essential lyrical life. That the LaSalle did—their subtle, faithful rubato in this music is without peer.

DAVID MURRAY

Webern heard Schoenberg's

irony is prominent, more cheerful than usual amid some Bartokian ideas and honest neo-classicism. It sounds more how more marginal than the earlier quartets, more like a good professional product than a very original testimony.

Zemlinsky's sharply imagined colours were realised precisely by the LaSalle team, whose own collective timbre is haunting and faintly husky, and wonderfully adaptable to the extreme hues required by Berg and Webern. The latter's Five Movements had all the delicate virtuous one admired when the LaSalle last played them here, and the crunch of absolute conviction too. The still briefer Five Bagatelles were ethereally poised and magical. Those are Expressionist pieces; the much later Trios and Quartets are 12-note constructions in Webern's individual stripped-down style, musical geometry in which performers must find the essential lyrical life. That the LaSalle did—their subtle, faithful rubato in this music is without peer.

DAVID MURRAY

Webern did not begin to break through to this stylistic impasse until 1917-19, when a sense of direction and confidence crystallised in two groups of songs, Four Songs op. 13 for voice and orchestra, and Six Songs op. 14 to poems by Georg Trakl. These were followed, in 1921, by Four Sacred Songs op. 15; and four years later, by way of final resolution, by the Three Songs op. 18, in which Webern first consolidates his "mature" aphoristic style.

That, in broad over-simplification, was Webern's *Pierrot* crisis. It would have been a neat piece of thematic programme planning if Pierre Boulez had been able to include, in one of his two Webern Cycle concerts at the weekend with the Ensemble InterContemporain, the entire post-*Pierrot* sequence in a single *Pierrot* programme. But, doubtless for practical reasons, the theme was fragmented: on Saturday evening we heard the opp. 13, 14 and 15 songs contrasted with Berg and Schoenberg from different periods; and at Sunday lunchtime, only the three op. posth. songs and Five Pieces op. 10, mixed with later Webern and with a splendid assortment of more or less *Pierrot*-related Varèse, Stravinsky and Ravel.

Webern did not begin to break through to this stylistic impasse until 1917-19, when a sense of direction and confidence crystallised in two groups of songs, Four Songs op. 13 for voice and orchestra, and Six Songs op. 14 to poems by Georg Trakl. These were followed, in 1921, by Four Sacred Songs op. 15; and four years later, by way of final resolution, by the Three Songs op. 18, in which Webern first consolidates his "mature" aphoristic style.

That, in broad over-simplification, was Webern's *Pierrot* crisis. It would have been a neat piece of thematic programme planning if Pierre Boulez had been able to include, in one of his two Webern Cycle concerts at the weekend with the Ensemble InterContemporain, the entire post-*Pierrot* sequence in a single *Pierrot* programme. But, doubtless for practical reasons, the theme was fragmented: on Saturday evening we heard the opp. 13, 14 and 15 songs contrasted with Berg and Schoenberg from different periods; and at Sunday lunchtime, only the three op. posth. songs and Five Pieces op. 10, mixed with later Webern and with a splendid assortment of more or less *Pierrot*-related Varèse, Stravinsky and Ravel.

Webern did not begin to break through to this stylistic impasse until 1917-19, when a sense of direction and confidence crystallised in two groups of songs, Four Songs op. 13 for voice and orchestra, and Six Songs op. 14 to poems by Georg Trakl. These were followed, in 1921, by Four Sacred Songs op. 15; and four years later, by way of final resolution, by the Three Songs op. 18, in which Webern first consolidates his "mature" aphoristic style.

That, in broad over-simplification, was Webern's *Pierrot* crisis. It would have been a neat piece of thematic programme planning if Pierre Boulez had been able to include, in one of his two Webern Cycle concerts at the weekend with the Ensemble InterContemporain, the entire post-*Pierrot* sequence in a single *Pierrot* programme. But, doubtless for practical reasons, the theme was fragmented: on Saturday evening we heard the opp. 13, 14 and 15 songs contrasted with Berg and Schoenberg from different periods; and at Sunday lunchtime, only the three op. posth. songs and Five Pieces op. 10, mixed with later Webern and with a splendid assortment of more or less *Pierrot*-related Varèse, Stravinsky and Ravel.

Webern did not begin to break through to this stylistic impasse until 1917-19, when a sense of direction and confidence crystallised in two groups of songs, Four Songs op. 13 for voice and orchestra, and Six Songs op. 14 to poems by Georg Trakl. These were followed, in 1921, by Four Sacred Songs op. 15; and four years later, by way of final resolution, by the Three Songs op. 18, in which Webern first consolidates his "mature" aphoristic style.

That, in broad over-simplification, was Webern's *Pierrot* crisis. It would have been a neat piece of thematic programme planning if Pierre Boulez had been able to include, in one of his two Webern Cycle concerts at the weekend with the Ensemble InterContemporain, the entire post-*Pierrot* sequence in a single *Pierrot* programme. But, doubtless for practical reasons, the theme was fragmented: on Saturday evening we heard the opp. 13, 14 and 15 songs contrasted with Berg and Schoenberg from different periods; and at Sunday lunchtime, only the three op. posth. songs and Five Pieces op. 10, mixed with later Webern and with a splendid assortment of more or less *Pierrot*-related Varèse, Stravinsky and Ravel.

Webern did not begin to break through to this stylistic impasse until 1917-19, when a sense of direction and confidence crystallised in two groups of songs, Four Songs op. 13 for voice and orchestra, and Six Songs op. 14 to poems by Georg Trakl. These were followed, in 1921, by Four Sacred Songs op. 15; and four years later, by way of final resolution, by the Three Songs op. 18, in which Webern first consolidates his "mature" aphoristic style.

That, in broad over-simplification, was Webern's *Pierrot* crisis. It would have been a neat piece of thematic programme planning if Pierre Boulez had been able to include, in one of his two Webern Cycle concerts at the weekend with the Ensemble InterContemporain, the entire post-*Pierrot* sequence in a single *Pierrot* programme. But, doubtless for practical reasons, the theme was fragmented: on Saturday evening we heard the opp. 13, 14 and 15 songs contrasted with Berg and Schoenberg from different periods; and at Sunday lunchtime, only the three op. posth. songs and Five Pieces op. 10, mixed with later Webern and with a splendid assortment of more or less *Pierrot*-related Varèse, Stravinsky and Ravel.

Webern did not begin to break through to this stylistic impasse until 1917-19, when a sense of direction and confidence crystallised in two groups of songs, Four Songs op. 13 for voice and orchestra, and Six Songs op. 14 to poems by Georg Trakl. These were followed, in 1921, by Four Sacred Songs op. 15; and four years later, by way of final resolution, by the Three Songs op. 18, in which Webern first consolidates his "mature" aphoristic style.

That, in broad over-simplification, was Webern's *Pierrot* crisis. It would have been a neat piece of thematic programme planning if Pierre Boulez had been able to include, in one of his two Webern Cycle concerts at the weekend with the Ensemble InterContemporain, the entire post-*Pierrot* sequence in a single *Pierrot* programme. But, doubtless for practical reasons, the theme was fragmented: on Saturday evening we heard the opp. 13, 14 and 15 songs contrasted with Berg and Schoenberg from different periods; and at Sunday lunchtime, only the three op. posth. songs and Five Pieces op. 10, mixed with later Webern and with a splendid assortment of more or less *Pierrot*-related Varèse, Stravinsky and Ravel.

Webern did not begin to break through to this stylistic impasse until 1917-19, when a sense of direction and confidence crystallised in two groups of songs, Four Songs op. 13 for voice and orchestra, and Six Songs op. 14 to poems by Georg Trakl. These were followed, in 1921, by Four Sacred Songs op. 15; and four years later, by way of final resolution, by the Three Songs op. 18, in which Webern first consolidates his "mature" aphoristic style.

That, in broad over-simplification, was Webern's *Pierrot* crisis. It would have been a neat piece of thematic programme planning if Pierre Boulez had been able to include, in one of his two Webern Cycle concerts at the weekend with the Ensemble InterContemporain, the entire post-*Pierrot* sequence in a single *Pierrot* programme. But, doubtless for practical reasons, the theme was fragmented: on Saturday evening we heard the opp. 13, 14 and 15 songs contrasted with Berg and Schoenberg from different periods; and at Sunday lunchtime, only the three op. posth. songs and Five Pieces op. 10, mixed with later Webern and with a splendid assortment of more or less *Pierrot*-related Varèse, Stravinsky and Ravel.

Webern did not begin to break through to this stylistic impasse until 1917-19, when a sense of direction and confidence crystallised in two groups of songs, Four Songs op. 13 for voice and orchestra, and Six Songs op. 14 to poems by Georg Trakl. These were followed, in 1921, by Four Sacred Songs op. 15; and four years later, by way of final resolution, by the Three Songs op. 18, in which Webern first consolidates his "mature" aphoristic style.

That, in broad over-simplification, was Webern's *Pierrot* crisis. It would have been a neat piece of thematic programme planning if Pierre Boulez had been able to include, in one of his two Webern Cycle concerts at the weekend with the Ensemble InterContemporain, the entire post-*Pierrot* sequence in a single *Pierrot* programme. But, doubtless for practical reasons, the theme was fragmented: on Saturday evening we heard the opp. 13, 14 and 15 songs contrasted with Berg and Schoenberg from different periods; and at Sunday lunchtime, only the three op. posth. songs and Five Pieces op. 10, mixed with later Webern and with a splendid assortment of more or less *Pierrot*-related Varèse, Stravinsky and Ravel.

Webern did not begin to break through to this stylistic impasse until 1917-19, when a sense of direction and confidence crystallised in two groups of songs, Four Songs op. 13 for voice and orchestra, and Six Songs op. 14 to poems by Georg Trakl. These were followed, in 1921, by Four Sacred Songs op. 15; and four years later, by way of final resolution, by the Three Songs op. 18, in which Webern first consolidates his "mature" aphoristic style.

That, in broad over-simplification, was Webern's *Pierrot* crisis. It would have been a neat piece of thematic programme planning if Pierre Boulez had been able to include, in one of his two Webern Cycle concerts at the weekend with the Ensemble InterContemporain, the entire post-*Pierrot* sequence in a single *Pierrot* programme. But, doubtless for practical reasons, the theme was fragmented: on Saturday evening we heard the opp. 13, 14 and 15 songs contrasted with Berg and Schoenberg from different periods; and at Sunday lunchtime, only the three op. posth. songs and Five Pieces op. 10, mixed with later Webern and with a splendid assortment of more or less *Pierrot*-related Varèse, Stravinsky and Ravel.

Webern did not begin to break through to this stylistic impasse until 1917-19, when a sense of direction and confidence crystallised in two groups of songs, Four Songs op. 13 for voice and orchestra, and Six Songs op. 14 to poems by Georg Trakl. These were followed, in 1921, by Four Sacred Songs op. 15; and four years later, by way of final resolution, by the Three Songs op. 18, in which Webern first consolidates his "mature" aphoristic style.

That, in broad over-simplification, was Webern's *Pierrot* crisis. It would have been a neat piece of thematic programme planning if Pierre Boulez had been able to include, in one of his two Webern Cycle concerts at the weekend with the Ensemble InterContemporain, the entire post-*Pierrot* sequence in a single *Pierrot* programme. But, doubtless for practical reasons, the theme was fragmented: on Saturday evening we heard the opp. 13, 14 and 15 songs contrasted with Berg and Schoenberg from different periods; and at Sunday lunchtime, only the three op. posth. songs and Five Pieces op. 10, mixed with later Webern and with a splendid assortment of more or less *Pierrot*-related Varèse, Stravinsky and Ravel.

Webern did not begin to break through to this stylistic impasse until 1917-19, when a sense of direction and confidence crystallised in two groups of songs, Four Songs op. 13 for voice and orchestra, and Six Songs op. 14 to poems by Georg Trakl. These were followed, in 1921, by Four Sacred Songs op. 15; and four years later, by way of final resolution, by the Three Songs op. 18, in which Webern first consolidates his "mature" aphoristic style.

That, in broad over-simplification, was Webern's *Pierrot* crisis. It would have been a neat piece of thematic programme planning if Pierre Boulez had been able to include, in one of his two Webern Cycle concerts at the weekend with the Ensemble InterContemporain, the entire post-*Pierrot* sequence in a single *Pierrot* programme. But, doubtless for practical reasons, the theme was fragmented: on Saturday evening we heard the opp. 13, 14 and 15 songs contrasted with Berg and Schoenberg from different periods; and at Sunday lunchtime, only the three op. posth. songs and Five Pieces op. 10, mixed with later Webern and with a splendid assortment of more or less *Pierrot*-related Varèse, Stravinsky and Ravel.

Webern did not begin to break through to this stylistic impasse until 1917-19, when a sense of direction and confidence crystallised in two groups of songs, Four Songs op. 13 for voice and orchestra, and Six Songs op. 14 to poems by Georg Trakl. These were followed, in 1921, by Four Sacred Songs op. 15; and four years later, by way of final resolution, by the Three Songs op. 18, in which Webern first consolidates his "mature" aphoristic style.

That, in broad over-simplification, was Webern's *Pierrot* crisis. It would have been a neat piece of thematic programme planning if Pierre Boulez had been able to include, in one of his two Webern Cycle concerts at the weekend with the Ensemble InterContemporain, the entire post-*Pierrot* sequence in a single *Pierrot* programme. But, doubtless for practical reasons, the theme was fragmented: on Saturday evening we heard the opp. 13, 14 and 15 songs contrasted with Berg and Schoenberg from different periods; and at Sunday lunchtime, only the three op. posth. songs and Five Pieces op. 10, mixed with later Webern and with a splendid assortment of more or less *Pierrot*-related Varèse, Stravinsky and Ravel.

Webern did not begin to break through to this stylistic impasse until 1917-19, when a sense of direction and confidence crystallised in two groups of songs, Four Songs op. 13 for voice and orchestra, and Six Songs op. 14 to poems by Georg Trakl. These were followed, in 1921, by Four Sacred Songs op. 15; and four years later, by way of final resolution, by the Three Songs op. 18, in which Webern first consolidates his "mature" aphoristic style.

That, in broad over-simplification, was Webern's *Pierrot* crisis. It would have been a neat piece of thematic programme planning if Pierre Boulez had been able to include, in one of his two Webern Cycle concerts at the weekend with the Ensemble InterContemporain, the entire post-*Pierrot* sequence in a single *Pierrot* programme. But, doubtless for practical reasons, the theme was fragmented: on Saturday evening we heard the opp. 13, 14 and 15 songs contrasted with Berg and Schoenberg from different periods; and at Sunday lunchtime, only the three op. posth. songs and Five Pieces op. 10, mixed with later Webern and with a splendid assortment of more or less *Pierrot*-related Varèse, Stravinsky and Ravel.

Webern did not begin to break through to this stylistic impasse until 1917-19, when a sense of direction and confidence crystallised in two groups of songs, Four Songs op. 13 for voice and orchestra, and Six Songs op.

FINANCIAL TIMES

BRACKEN HOUSE, CANNON STREET, LONDON EC4P 4BY
Telegrams: Finantime, London PS4, Telex: 8954871
Telephone: 01-2488000

Monday December 12 1983

Defence and deterrence

THE BRITISH showing of the American television film, *The Day After*, on Saturday evening almost coincided with a Nato ministerial meeting in Brussels which came back to the twin themes of defence and deterrence. Nato ambassadors, the communiqué said, were instructed to "undertake a thorough reappraisal of East-West dialogue." And that surely is the heart of the matter.

To start with a few inescapable facts: nuclear weapons exist and cannot be disintegrated. They differ from earlier weapons in their greater capacity to destroy and to do so more quickly. The best theory of defence over the ages has been based in the belief that the search for the causes of present instability and nervousness leads elsewhere. Some of the older campaigns for a more peaceful world seem to have been, at least temporarily, abandoned. For example, there is now no great steam behind the attempt to seek more signatures to the treaty on the non-proliferation of nuclear weapons. There is no impulse behind the possibility of a comprehensive test ban either.

And then there is the idea of a nuclear freeze, which would, of course, have to be subject to verification, has won rather less support than it might have done.

Reconciliation

Moreover, relations between the super-powers have not really been breaking down over the issue of the deployment of long-range theatre nuclear weapons in Europe. Those are the symptoms rather than the cause. If there were to be serious conflict, it would be much more likely to arise from events getting out of hand in Lebanon, Iran, Iraq, the Middle East in general, or even Central America. The situation on the other side of the Ebe is, if not stable, at least containable.

The breakdown in super-power relations has come about on a much more worldwide basis than the old East-West divisions. Washington and Moscow no longer trust each other, no longer know what the other is doing and perhaps are unclear about what they are doing themselves. That does not make it easy for them to take others with them.

It would be idle to pretend that all will be well again if the talks on arms control resume in Geneva in the New Year. Diplomacy is not just about the number of missiles or launchers. What is needed is a much wider political framework—will to seek agreement despite the difficulties. At the moment, neither the will nor the perception of the wider framework seems to exist.

In a small way, Mrs Thatcher provided a pointer at the weekend by seeking a reconciliation with the new President of Argentina. The gesture was as unexpected as it was magnanimous. But it was also a recognition of reality. It is better to negotiate than to pursue confrontation. There is a lesson there for great powers as well.

More choice for house buyers

MR AUSTIN MITCHELL'S Bill on conveyancing, designed to remove part of the monopoly granted to solicitors by William Pitt the Younger in 1804, will be debated in the House of Commons later this week.

The changes proposed in Mr Mitchell's House Buyers Bill are modest. It would leave over half of all private houses, including flats, unregistered houses and most new houses, within the solicitors' monopoly, excluding from it only conveyancing of registered property. It is reasonable to assume that solicitors could also retain the greater part of this liberalised business because of the links with the clients provided that they are willing to compete in price and efficiency with banks, building societies and professional conveyancers licensed under the proposed legislation.

The Bill contains a number of practical proposals which would enable a house seller to commission surveys for the benefit of prospective buyers and penalise local authorities for delays in answering inquiries. The desirability of such improvements can hardly be contested, and they need not necessarily be linked with the clipping of the solicitors' monopoly.

Those opposing the monopoly argue that it makes conveyancing too expensive—though it is not as expensive as the services of private agents when these consist only in an introduction of the two parties which could be more efficiently achieved by a mini computer. Solicitors are said to be dictatorial—although the delays are often in the interests of their clients who are waiting for a buyer or seller or the approval of a mortgage.

Argument

The solicitors argue that they protect the house buyers by their superior legal skill; yet most of the work is done by junior clerks without any legal skill. The clients' main protection is the solicitors' indemnity insurance, but the Bill would require the same from other conveyancers—indeed, it may be easier to obtain an admission of negligence from someone not backed by the Law Society.

A more realistic argument is that conveyancing, which provides by far the greatest part of the solicitors' income, must remain their monopoly because it subsidises other unprofitable

THIS Christmas, British homes will be fizzing, bleeping and buzzing to the sounds of Hungry Horace, Lunar Jet Man, Purple Turtles, Sheer Panic and Metagalactic Llama. An extraordinary boom in home computers—many of which are used for playing games—has caught some of even the most optimistic manufacturers and retailers by surprise.

Britain has more computers per head than any other country in the world. By the end of this year, about one in ten homes will have a computer and the country is at present buying more of them than the next optimistic manufacturers and retailers by surprise.

Yesterday Sinclair Research,

the company which more than any other started Britain's love affair with the computer, celebrated the production of the one millionth Spectrum at its main sub-contractor, Timex, in Dundee (the company has already sold more than one ZX81 computers worldwide).

Sir Clive Sinclair has been kick-

ing himself for underestimating the Christmas demand. His computers have at times been very scarce and the company has cut back almost all its advertising. Sinclair believes it could have sold half as many again as the 300,000 units it will have sold in the last three months of the year.

The new Electron computer from Acorn, the company which makes the highly successful BBC microcomputer, has been in even more dramatic short supply. The Electron, at £200, is half the price of the BBC Micro. And demand has been particularly strong because it is compatible with the BBC Micro which is widely used in schools. There have been hundreds of requests for the Electron at breakneck speeds of W. H. Smith.

"We have had 200,000 orders from retailers, which is just ridiculous," says Mr Tom Hoberman, marketing manager at Acorn.

Only a few thousand Electrons have actually reached the shops, although they are being airfreighted from the manufacturers Asotec in the Far East. (AB Electronics in the UK is to start making the Electron early next year.)

Last Christmas—the first year home computers became a significant consumer purchase—most shops had virtually sold out by mid-December. It looks as if everyone has underestimated demand again. "I don't remember a product which has developed so rapidly in such a short time. We started selling personal computers right from the start... but the growth was not spectacular. Then suddenly from October onwards sales leapt ahead. It was beyond the bounds of all expectations," says Mr Peter Jackson, marketing director of Rumbelows, a major retailer of electrical goods. "They're walking off the shelves," says another dealer.

The single demand is a major reversal of the depressed state of the personal computer industry earlier this year. In the U.S. a major price war sent company results and their stocks

tumbling—particularly Texas Instruments, Atari which is owned by Warner Brothers, and Coleco. In the UK, Grundy and Iotech went into receivership (both have been bought by other companies), Dragon had to be rescued with a major cash injection and at least one other company has been in difficulties.

The UK manufacturers say

there are a number of reasons for the current shortages. They predicted substantial growth but without total conviction because of the lack of very real experience in this very new market.

The disastrous summer for personal computers in the U.S. made some companies more cautious still. And industry sources say that companies like Sinclair did not step up production as much as they might have done because they expected large volumes of the market.

But the shortages of the Electron and Spectrum have undoubtedly boosted sales of other manufacturers and may have even saved some of the smaller companies from bankruptcy.

In the U.S. the picture is now much the same. Manufacturers are struggling to meet a pre-Christmas demand estimated to be worth \$2bn. The major retailers have been placing last minute orders with the manufacturers to replace Texas Instruments products now that the company has withdrawn from the market. The late delivery of Coleco's Adam home computer has put added pressure on the market.

Shortages of parts—semiconductors, chips, disk drives and other sub-assemblies, have limited the production capacity of several U.S. home computer manufacturers during recent months as the component manufacturers have turned their attention to more complex and more profitable devices.

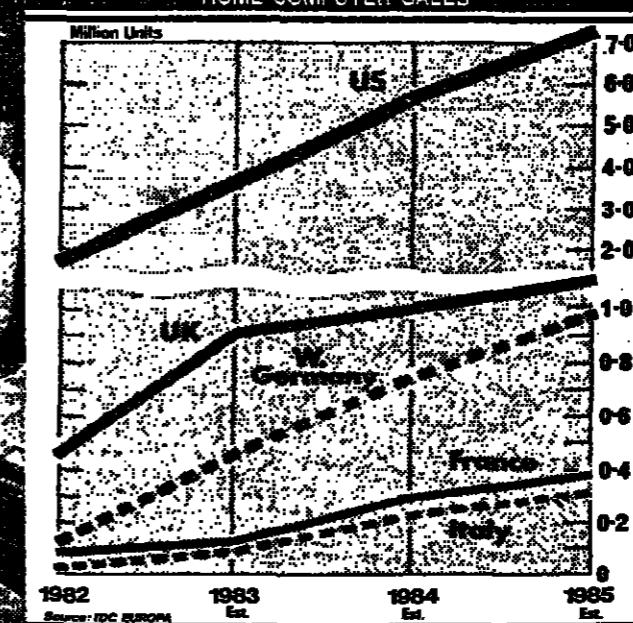
Trevor Humphries



By Jason Crisp

How Countries Compare

HOME COMPUTER SALES



Computers being sold at Hamleys toy shop in Regent St, London.

facturers now is whether this year's pre-Christmas boom will merely be a fad with a sharp fall in sales next year. Mr Eric Salomon, marketing director of Atari in the UK, says: "The evidence is it won't die away. Overall we expect the market to grow next year by between 15 and 20 per cent." Most companies broadly share his view, though they expect a lean first quarter.

But the nature of the business is beginning to change. As the base of computers has grown, so the opportunity to sell peripheral equipment has become much greater. Mr Howard Stanworth at Commodore says: "The computers are only part of the story. The disc drives, the colour monitors and printers vastly expand the usefulness of the machine. In two years time the computers themselves will account for only 20 per cent of our total sales. At the moment, it is about 70 per cent."

But the strength of the UK home computer market does not mean that all the British companies in the field will survive. "The UK manufacturers are doing very well but they don't have the domestic market potential to survive in the long term. The companies which will survive internationally on a large scale," says Mr Pearce of IDC.

Both Acorn and Sinclair have substantial overseas sales but know they face severe U.S. and Japanese competition. Acorn has just started shipping the BBC micro to the U.S. for the first time. A strategy that has been widely criticised because of the highly competitive market there. But Acorn is optimistic and has just increased its forecast U.S. sales from 30,000 to 50,000 for next year.

The Japanese consumer electronics companies are another long-term threat to the smaller British micro companies. So far the Japanese have been rather conspicuous by their absence—although Sharp and Sord are doing quite well in the UK. Although the Japanese companies are highly skilled at mass manufacture needed to produce low-cost computers there is a problem with available software.

Most of the home computers use slightly different operating systems which means the software has to be written specifically for each machine. The volume of software that is available is a vital selling point for any micro. Any move towards a common standard at the time they are grown-up computer applications will be much easier to use.

"People see computers as a justifiable expenditure because it is seen as giving the child a better chance in life. The children who know much more about computers are certainly not going to contradict their parents."

Acorn believes the children also know what computer they want—although the shortage of Electrons is boosting the sales of other companies' products (Acorn claims a number of potential Electron purchasers are trading up and buying the more expensive BBC Micro at \$400).

Mr Hoberman, of Acorn, adds that children get bored with using the computers for video games and do use them to write their own programs, presumably to their parents' relief. They also use them with educational programs.

A major worry for the man-

THE UK TOP TEN

Model	Price	Source for UK†
1 Commodore 64	£220	Corby
2 Sinclair Spectrum	£99	Dundee
3 Acorn BBC	£399	Gwent
4 Commodore VIC 20	£140	Corby
5 Oric 1	£59	Pettswood
6 Dragon 32	£170	Port Talbot
7 Texas Instruments 994a	£99	Texas, U.S.
8 Sinclair ZX81	£40	Dundee
9 Atari 800	£300	Hong Kong
10 Apple IIe	£750	Cork, Ireland

Source: Personal Computer News, compiled by MRIB (Computers)

†Find assembly. *Manufacture recently ceased.

Men & Matters



But think of all the TV spin-offs—hosting chat shows, voice overs, endorsing tyres."

money in U.S. history. At one time, a large part of its assets was invested in Las Vegas casinos.

Such was the corruption, in fact, that it was mainly responsible for the enactment by the U.S. in the early 1970s of ERISA, the law that tightly controls where pension fund managers can place their cash.

The fund has been cleaned up now, which is why Morgan felt able to bid for it. Even so, I gather, the deal caused some controversy along Morgan Stanley's well-carpeted and veneered corridors. Not quite the sort of job, some thought, for a house that counts the British Treasury among its clients.

But then Morgan is hungry for funds management business. It is a small player in this multi-billion dollar game.

Before the Teamsters came along, it had about \$1bn, whereas the market leaders have five times that figure.

No space

In all some 2,000 executives a year are now attending courses at the school. And Moore is enthusiastic about the LBS's expanding role, especially in research.

The new Centre for Business Strategy, in little more than a year, has begun to tackle a wide range of problems related to the UK's comparatively poor industrial performance.

And funds are now being raised for a research chair in marketing and communication.

Hitched up

Morgan Stanley, most blue-blooded of the Wall Street investment banks, has landed an unexpected piece of business—management of the \$3.5bn pension fund of the Teamsters Union.

The fund, you may recall, does not have an unspotted record. It has probably led to more charges of corruption and split blood than any pot of

overturning the liberal regulations favoured by the town's leaders.

Owners of the games machines fought the eviction order all the way to the Supreme Court, arguing protection under the Constitution's first amendment which protects the rights of free speech. They even hired a Chicago constitutional lawyer who pleaded that the arcade games were a medium of communication.

Now that route has failed, the merchants plan to try to overturn the ordinance at the town meeting next year.

In the meantime, with profits slipping away, they are making themselves one-man bands by selling the equipment second-hand to overseas buyers in places like Egypt, among others.

High note

A number of City stockbrokers were keeping their heads down as they tip-toed up to the eighth floor of the Savoy hotel last week for a second interview with Merrill Lynch, the giant U.S. securities firm which is planning to set up shop in London next year.

An initial group of 80 investment analysts has been whittled down to 30, of whom only 20 will be offered a job with Merrill's, as City types are already familiarly calling it.

But why would a well-paid broker want to leave a top spot at, say, Scrimgeour's, Greenwell's, or Capel's for a seat down the table at Merrill's?

The interviewer at the Savoy has one answer. "What you are doing now," he has been telling the men at his door, "is like playing the piano in your living room at home. Joining our firm will be like playing the organ in Westminster Cathedral."

Civil law

Sign in a Whitehall office: "If in doubt, delegate."

Observer

Everyday to the USA.



Everyday of the week, every week of the year, one of the very latest Air-India 747s takes off for New York from London Heathrow. It departs at 1.00pm arriving 3.30pm, New York time.

We think that's a most civilised hour to leave and an ideal time to arrive (lots of time to arrange an enjoyable evening).

No wonder our business is expanding. Air India. To the USA, everyday.

Contact your travel agent or call Air-India on 01-4917979.

AIR-INDIA

FOREIGN AFFAIRS

The lessons of The Day After

By Ian Davison

IT WAS not very clever of Mr Michael Heseltine, the British Defence Secretary, to have clammedoured for a right-of-reply on TV to the nuclear war film *The Day After*; and it was not very brave to have backed out of a debate with the other commentators. Of the two, the lack of bravery is the more surprising.

Mr Heseltine's changes of mind suggest a disturbing degree of over-reaction to what is, after all, in so many ways a hyped-up media event. The main message of the film — the message in the foreground, as it were — is that nuclear war would be indescribably horrible. So what else is new? As a series of images, the film is undoubtedly a shocking portrayal of the horror. But as a general statement, that nuclear war would be indescribably horrible — the film adds nothing new in principle to what we have all known ever since the first nuclear atom bomb was dropped on Hiroshima.

On the contrary, if anything, the film carries the full horror of a nuclear war. In the first place, it aims to impress that such a war could be stopped before the total destruction of both sides, and possibly of civilisation itself.

We do not know if such an assumption is plausible; it is certainly not reliable. In the film, the ghostly messages from the American President requires us to believe, first, that the U.S. and the Soviet Union both took conscious decisions not to strike at each other's national command systems (so as to maintain the possibility of intra-war negotiation); and/or, secondly, that the U.S. President and his command-and-control system could survive deliberately attempted attacks on them; and/or, thirdly, that the command-and-control systems of the two sides would not fall victim to the (possibly unintended) side-effects of nuclear explosions, which would be likely to knock out electric and electronic circuits necessary for command-and-control.

In recent years, strategists in the West (and, presumably, in the East, as well, though we do not know) have become increasingly pre-occupied with the command-and-control problem.

would enter a nuclear winter which would kill off most plant life.

However, the picture of hell conjured up by the film does not, for all that, necessarily constitute an endorsement of the views of the Campaign for Nuclear Disarmament. Russian leaders and strategists are just as conscious of their western counterparts of the dangers of nuclear war. Soviet and American doctors and scientists have collaborated in studying and publicising these dangers.

In that sense, the film ought to reinforce the case for mutual nuclear deterrence. If the probable consequences of conflict would be as bad as portrayed, then both sides in the East-West confrontation ought to remain as careful as they have been for the past 30 years.

And if the consequences would be much worse, as some scientists now think, with the virtual extinction of civilisa-

tion, then the super-powers ought to be even more careful.

The film does not endorse the paranoid fears of some people on the far right in America, that Moscow could execute a disarming attack on the U.S.

On the contrary, the Soviet Union is said to have suffered as much damage as the U.S.

The trouble with this reassuring view is that it assumes that mutual deterrence can remain perfectly water-tight for ever.

Yet the West has saddled itself with two different views of nuclear weapons as a regional doomsday machine.

In a seminal paper for the International Institute for Strategic Studies, two years ago, Desmond Ball argued that nuclear war would almost certainly not be controllable in this way. His argument was reinforced and extended in a very recent book by Paul Bracken, *The Command and Control of Nuclear Forces*.

If that is a more plausible view, then the film, so far from over-stating the horror of nuclear war, seriously understates it. The most recent scientific study, carried out in the U.S., concludes that a major nuclear exchange would throw so much soot up into the atmosphere, that the sun would be blotted out and the earth

The ostensibly seamless web



A scene from "The Day After," shown on British commercial television on Saturday

of escalation is designed to ensure perfect deterrence; but the battlefield nuclear weapons are there in Europe, ostensibly to enable NATO to fight off an overwhelming conventional attack by the Soviet Union.

Only the willingness of an American president to risk American territory in the defence of Europe — but even a 5 per cent danger of an inter-continental war is not, of course, certainly enough to deter a desperate Russian attack from cold. What it may not deter is an unintended and uncontrolled sequence of events in which one thing leads to another.

In other words, if deterrence fails, all is not good. But if it breaks down, then the structure of NATO would still confront the Alliance with the appalling choice between defeat and the inauguration of a nuclear war whose outcome cannot be predicted, and probably cannot be controlled. In NATO's case, this dilemma is disguised under the term "flexible response"; but if Desmond

It may be that the film, far from over-stating the horror of nuclear war, seriously understates it

tion, then the super-powers ought to be even more careful.

The film does not endorse the paranoid fears of some people on the far right in America, that Moscow could execute a disarming attack on the U.S.

On the contrary, the Soviet Union is said to have suffered as much damage as the U.S.

The trouble with this reassuring view is that it assumes that mutual deterrence can remain perfectly water-tight for ever.

Yet the West has saddled itself with two different views of nuclear weapons as a regional doomsday machine.

In a seminal paper for the International Institute for Strategic Studies, two years ago, Desmond Ball argued that nuclear war would almost certainly not be controllable in this way. His argument was reinforced and extended in a very recent book by Paul Bracken, *The Command and Control of Nuclear Forces*.

If that is a more plausible view, then the film, so far from over-stating the horror of nuclear war, seriously understates it. The most recent scientific study, carried out in the U.S., concludes that a major nuclear exchange would throw so much soot up into the atmosphere, that the sun would be blotted out and the earth

The ostensibly seamless web

there may be nothing flexible about it. Bracken characterises the NATO force structure in Europe, in which conventional and nuclear weapons are inextricably mingled, as a regional doomsday machine.

In the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as stable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

in the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as stable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

in the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as stable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

in the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as stable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

in the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as stable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

in the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as stable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

in the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as stable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

in the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as stable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

in the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as stable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

in the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as stable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

in the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as stable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

in the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as stable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

in the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as stable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

in the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as stable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

in the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as stable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

in the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as stable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

in the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as stable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

in the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as stable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

in the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as stable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

in the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as stable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

in the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as stable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

in the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as stable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

in the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as stable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

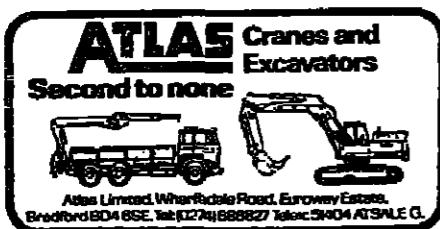
in the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as stable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

in the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as stable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

in the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet empire, this is not a scenario which can be simply dismissed as inconceivable.



FINANCIAL TIMES

Monday December 12 1983



Terry Byland on Wall Street

Car sales recovery aids steel

THE RENEWED upswing in Wall Street's steel stocks, awaited since mid-summer as the herald of a bull market phase two, seems to be a long time coming.

Indeed, the recovery in stock prices to date seems in danger of outstripping any recovery in the real world of the steel industry's sales and profitability.

Stock prices for National Inter-group, U.S. Steel, Bethlehem Steel and the other major U.S. steelmakers now stand between 80 per cent and 100 per cent above their 12-month low points, although "you need a magnifying glass" to pick out the recovery in the industry, according to Mr David Hinde, of Drexel Burnham and Lambert.

Increased demand for steel from the motor industry remains the one bright patch, but the capital goods industry is still sluggish, and foreign imports remain a huge threat. But there have been slightly more optimistic signs from the stock market over the past month.

A recovery in car sales at the end of November, together with a favourable Commerce Department forecast of U.S. capital spending prospects, backed up gains of around 8 per cent in Inland Steel and National Inter-group and 10 per cent.

The round of third-quarter results was at least up to stock market expectations, with National Inter-group, formerly National Steel, winning plaudits on all sides for its return to operating profitability.

Steel fell short of the best hopes, but U.S. Steel's success in absorbing the Marathon Oil acquisition now raises hopes of a small profit next year.

The view that the worst has passed for steel stocks and that there are now prospects of capital appreciation rests upon plans already in place at the major companies for a restructuring which is "constructive for the industry" to quote one leading analyst.

Mr Paul Anker, analyst with First Boston, points out that the significance of write-offs for reorganisations and plant closures at major producers is that these companies have achieved a significantly lower break-even point, which will accelerate the earnings upturn when the turn comes.

Major write-off

The past quarter has brought a reorganisation of Armc's Middle-town, Ohio, complex. The greatest move, though, is likely to come before the end of the year when United Steel is expected to announce a major write-off, perhaps as large as \$1bn, in a further instalment of the shutdowns begun in 1979.

Write-offs of these proportions would add about \$1.50 a share to the losses of \$1.60 a share already predicted for U.S. Steel this year, but savings, chiefly the substantial reduction in the workforce, could be in the \$40m range, which would enable U.S. Steel to trade profitably at a 50 per cent operating level, achieving a long-standing management target.

On this basis, U.S. Steel, the largest steelmaker in the U.S., could return earnings of \$5 a share in 1984, assuming that Marathon Oil maintains the trend of this year's third quarter when it turned in about \$23m, boosted by strong margins at refinery operations.

National Inter-group's name change in September also marked the final disposal of the Weirton subsidiary, which, from the parent company viewpoint, shed a subsidiary fighting to keep its feet in a contracting market, making steel for the canning industry.

It leaves National closer to its eventual aim of being a highly efficient producer of flat-rolled steel for the Detroit car makers. With successful operations in financial services and aluminium, First Boston continues to predict break-even results this year from National at earnings of \$8 a share in 1984.

Like the rest of the stock market, steel issues are measured at present by doubts over prospects for interest rates. But the doubts have particular significance for steel stocks, which have probably gained the maximum benefit from the strong rebound in the domestic car industry.

For a further advance, the steel companies need to see some indications in their order books of the long-awaited upturn in the capital goods sectors. But when such a recovery begins to show itself, then the newly shrunken operations of the major steel producers will be quickly reflected in a strong rise in earnings and stock prices.

Just as the Detroit car making stocks in the upturn in the market at the beginning of this year, the steel issues could yet provide the lead for a renewed advance in 1984.

TAKEOVER BODY 'WANTS NEW BID CLARIFIED THIS WEEK'

Allianz in London talks on Eagle Star deadlock

BY JOHN MOORE, CITY CORRESPONDENT, IN LONDON

AN ATTEMPT will be made today to break the deadlock in the takeover battle between West Germany's Allianz Versicherung and BAT Industries of the UK for Eagle Star Holdings, one of Britain's largest insurance groups.

Mr John Hignett, director general of the Panel on Takeovers and Mergers, the City of London body which monitors the progress of takeover bids for public companies, will meet representatives from Morgan Grenfell, the merchant bank acting for Allianz, West Germany's largest insurer.

Morgan Grenfell executives were meeting Allianz's management at the weekend in Munich after a Friday meeting with the panel. Morgan Grenfell was telling its clients that the panel expects a promised new offer for Eagle Star to be clarified this week.

Last week, in a controversial announcement, Allianz said it intended to beat a £913m offer from BAT, the tobacco group. BAT's bid

has already been recommended by Eagle Star's board.

No figures on the size of the likely offer were mentioned in the Allianz statement. Allianz persuaded the panel to allow it more time to detail the terms - meanwhile it had talks with Eagle Star management last Thursday.

Against the panel's decision to allow Allianz an interval before announcing its terms has provoked argument in the City. Under the takeover code, which is expected to be voted on in a meeting in a takeover bid, "when a firm intention to make an offer is announced the terms of the offer ... must be disclosed."

Last Thursday's meeting of Eagle Star and Allianz was inconclusive and the relationship between the two sides tense. Sir Denis Mountain, Eagle Star's chairman, has told Allianz that if it succeeds in taking his group there would be "a loss of business and staff morale".

He has condemned the "delaying tactics" of Allianz.

Morgan Grenfell is understood to

be arguing before the panel that although nothing firm arose from Thursday's talks, which were designed to gain Eagle Star's support for any new Allianz offer, it needs more time to explore further possibilities of a deal.

Panel executives are becoming receptive over Allianz's unprecedented tactics in the bid campaign, which in cash terms is Britain's largest takeover battle.

Allianz, however, is understood to have a contingency plan if it is forced by the panel to raise its bid before it has fully decided its next move. It may decide to raise its offer for £1.8m above BAT's £660p offer for Eagle Star share. That would comply with its indications last week that it would come back with a higher offer.

Both Allianz and BAT have until December 30 before they are obliged to make their final bids.

Mr Hignett will also see representatives from Hill Samuel, advisers to Eagle Star, and Lazard Brothers, advisers to BAT, at separate meetings this morning.

Leclerc plan to cut car prices threatens new discount clashes

BY DAVID MARSH IN PARIS

MONTHS of price-cut sparring among leading chains of French retail distributors have been given a new twist following announcement of a plan to slash prices of new cars by the Michel Leclerc petrolium group.

Leading French car groups and importers' organisations at the weekend were unsure how seriously to take the plan, unveiled by the brother of M Edouard Leclerc, who heads the nationwide Leclerc discount supermarket chain.

But it is clear that, if put into action, rebates of up to 10 per cent on marques such as Renault, Fiat, Austin and Opel could have a big impact on the French car industry. Both Renault and the number two French maker, Peugeot, are losing money heavily, and car sales, after holding up well in the early part of the year, are now starting to suffer from the Government's austerity programme.

Der Spiegel warned on Flick affair

BY JAMES BUCHAN IN BONN

WEST GERMAN judicial authorities warned at the weekend that they would prosecute the Hamburg news magazine, Der Spiegel, if it published excerpts from the indictment delivered last week of the men at the centre of the so-called "Flick Affair".

The General Public Prosecutor's Office in Cologne said on Sunday that it would examine Der Spiegel, which goes on sale today, to see if it contains excerpts from the indictment against the five men, including Count Otto Lembke, the Economic Minister, who face court proceedings for corruption.

Der Spiegel, which was available in Bonn yesterday, gives a detailed breakdown of the alleged indictment, but at no point claims to be in possession of the document and largely confines itself to indirect

comment. Herr Erich Böhme, one of the two editors of the magazine, which has been bitterly attacked for its investigations into the affair said yesterday that the article had been carefully examined alongside the law and had remained within it.

Herr Gerhard Stoltenberg, the Finance Minister, yesterday accused Der Spiegel and another Hamburg magazine, Stern, of one-sided revelations from the prosecutor's files and spoke of a serious transgression "against the rule of law."

Figures released over the weekend showed that new car registrations fell 4 per cent last month compared with November 1982, bringing the cumulative total for the year to 1.3 per cent below the first 11 months of 1982.

Already this autumn petrol price cuts at M Michel Leclerc's petrol stations and M Edouard Leclerc's supermarkets have forced the Government to raise the legal limit for price discounts at petrol pumps - revoking it from small independent stations. More recently, the Edouard Leclerc stores have clashed with Carrefour, France's leading hypermarket company, in a no-holds-barred discount war backed up by lavish nationwide advertising.

M Michel Leclerc said at the weekend he intended to bring in car price cuts from January, apparently using garages in his retail network which have existing concessionary links with the big French and foreign car groups. Already experienced in legal battles with the Government and oil companies during the petrol price war, M Leclerc is shrugging off the risk of supply boycotts. He has indicated he is ready to go to court to force the car manufacturers to deliver.

The Leclerc announcement has been denounced as a "bluff" by car dealers' representatives. His declared aim of selling 200,000 cars through his discount chain next year - amounting to about 10 per cent of the French car market - does not seem unrealistically ambitious.

But in view of the success over petrol discounts of the Edouard and Michel duo (although brothers, the two Leclercs are rivals), car industry chiefs will be sleeping nervously while they see how the Michel Leclerc campaign unfolds.

More peace rallies in UK and W. Germany

BY MARGARET VAN HATTEM IN LONDON AND JAMES BUCHAN IN BONN

MORE THAN 20,000 anti-nuclear protesters demonstrated outside the Greenham Common in Berkshire yesterday as Mr Michael Heseltine, the UK Defence Secretary, stepped up his efforts to counter the propaganda of the peace movement.

The moves came in the wake of Saturday's first showing on British television of the film, "The Day After", which depicts the aftermath of a Soviet nuclear strike on the U.S.

The film has again fuelled the nuclear debate in Britain but throughout many weekend radio and television appearances, Mr Heseltine insisted that possession of nuclear weapons by both sides in rough balance had kept the peace in Europe since 1945.

Meanwhile, in West Germany, some 10,000 people staged protests outside U.S. military installations during the weekend which marked the fourth anniversary of the Western Alliance's decision to deploy U.S. medium-range missiles in Europe.

Police used water-cannon and truncheons on Saturday to clear demonstrators from the approaches to a U.S. military depot in the Hessen suburb of Frankfurt, where the peace movement claims parts for the Pershing 2 missiles delivered to West Germany last month are being assembled. Six policemen were

injured and 60 arrests were made after street battles.

Police also cleared demonstrators from the approaches to the U.S. military headquarters for Europe in Stuttgart and erected barricades round the U.S. base at Muthingen in South Germany, where the first Pershing missiles are being stored.

In Britain, an opinion poll conducted last Friday and Saturday showed that 58 per cent of those questioned disagreed with Mr Heseltine's claim that the peace movement was a threat to the nuclear arms talks, while 52 per cent disapproved of the London Government's handling of the cruise missile issue.

It also showed that 64 per cent felt the West should make limited concessions to encourage the Soviet Union to resume arms negotiations.

However, Mr Heseltine accused the television company which had commissioned the poll of "re-organising the poll figures". On the basis of the arms talks which broke off only two weeks ago, 60 per cent of people supported cruise, he said.

Mr Heseltine accepted that the collapse of the talks had made his task more difficult but insisted that to act on the poll's findings would lead to "government by opinion poll".

Defence and deterrence, Editorial comment, Page 12; Lessons of

"The Day After," Page 13

Continued from Page 1

contracts placed by countries receiving loans from the parallel fund.

Mr Helmut Kohl, the West German Chancellor, has written to President Reagan stressing the importance of a bigger U.S. contribution.

Mrs Margaret Thatcher, the British Prime Minister, is being urged by Commonwealth leaders to make a similar personal initiative to bring her influence to bear on Washington.

At the Paris meeting at the weekend, the U.S. delegation, led by Mr Marc Leland, Under-Secretary at the U.S. Treasury, made

Plan to revive UK gas gathering project

By Ian Hargreaves in London

AN ATTEMPT to win oil industry support for a £1.5bn (\$2.15bn) gas gathering pipeline in the British sector of the North Sea will be made this week.

Gaffney, Cline, the energy consultants, have spent several weeks making private presentations to 20 oil companies. They have now set a deadline of next weekend for a decision on whether the latest attempt to revive the gas gathering concept should go ahead.

Panel executives are becoming receptive over Allianz's unprecedented tactics in the bid campaign, which in cash terms is Britain's largest takeover battle.

Allianz, however, is understood to

have a contingency plan if it is forced by the panel to raise its bid before it has fully decided its next move.

It may decide to raise its offer for £1.8m above BAT's £660p offer for Eagle Star share.

That would comply with its indications last week that it would come back with a higher offer.

Both Allianz and BAT have until December 30 before they are obliged to make their final bids.

Mr Hignett will also see representatives from Hill Samuel, advisers to Eagle Star, and Lazard Brothers, advisers to BAT, at separate meetings this morning.

Morgan Grenfell is understood to

be arguing before the panel that although nothing firm arose from Thursday's talks, which were designed to gain Eagle Star's support for any new Allianz offer, it needs more time to explore further possibilities of a deal.

Panel executives are becoming receptive over Allianz's unprecedented tactics in the bid campaign, which in cash terms is Britain's largest takeover battle.

Allianz, however, is understood to

have a contingency plan if it is forced by the panel to raise its bid before it has fully decided its next move.

It may decide to raise its offer for £1.8m above BAT's £660p offer for Eagle Star share.

That would comply with its indications last week that it would come back with a higher offer.

Both Allianz and BAT have until December 30 before they are obliged to make their final bids.

Mr Hignett will also see representatives from Hill Samuel, advisers to Eagle Star, and Lazard Brothers, advisers to BAT, at separate meetings this morning.

Morgan Grenfell is understood to

THE LEX COLUMN

Falling into the tender trap

If the minimum tender price is instead set at a substantial discount to the likely sale price, the chances of attracting subscriptions at a variety of prices will be considerably enhanced. The main stumbling block is clearly the vendor, whose principal priority is to limit his downside risk.

Underwriting

That obstacle is unlikely to be removed so long as underwriting commissions are regarded as a fixed fee for services rendered. In practice, they represent an insurance premium for the vendor and an option on equity investment for the underwriters.

At the same time, Mr Alick Buchanan-Smith, the UK Energy Minister, has been telling the oil companies informally that he is in favour of a gas gathering initiative, although he also insists the development is a matter for the private sector.

The Gaffney, Cline blueprint is for a 250-mile pipeline, linking the Bruce, Brae and T-Block developments, running well to the south and north of the St Fergus gas terminal. A short spur south of T-block would connect with a number of smaller fields.

The gas gathering scheme, abandoned in 1981, when the Treasury successfully outmanoeuvred Mr David Howell, then Energy Secretary, was for a 420-mile connection, running well to the south and north of the Gaffney, Cline pipeline. The Howell pipeline was costed at £2.7bn, but was opposed by the Treasury because 30 per cent of the money would have come from state-owned British Gas.

Gaffney, Cline has told the oil companies that several changes since 1981 have crucially improved the economics for a pipeline.

The most important is the consultants' judgment that a 50 per cent increase in the volume of exploration wells drilled since then has established 10 to 14 trillion (million million) cubic feet of gas and 500m barrels of gas liquids within the radius of the proposed line - to result equivalent to those believed in 1981 to lie within reach of the much longer pipeline.

Other factors are the improved tax position of shared pipelines since this year's Finance Act and the freedom now available to gas producers (under the Oil and Gas Enterprise Act) to sell supplies directly to customers other than British Gas.

For the oil companies, the bargaining position with British Gas and the price they can expect for supplies have always been crucial to any pipeline investment equation.

With British Gas



SECTION II - COMPANIES AND MARKETS

FINANCIAL TIMES

Monday December 12 1983



INTERNATIONAL BONDS

Banks still major force in floating rate note market

BY MARY ANN SIEGHART IN LONDON

A VERITABLE merry-go-round is now in operation in the Eurodollar floating rate note market. As one new issue manager put it: "The banks are rushing in to lend money to people who are saving money by not borrowing from banks."

Or to put it more simply: banks are the major investors in FRNs. Attracted by the liquidity of the paper, they find floaters are a relatively risk-free way of building up their balance sheets in a world where good credits are increasingly hard to find.

Now non-bank borrowers have found that it can be cheaper to raise money through an FRN than to borrow directly from banks. Hydro-

tors, Hydro-Quebec might well have got away with finer terms than Creditanstalt. In the floating sector bank investors prefer to buy paper from their fellow banks.

The Creditanstalt deal also

showed how tightly fees on floaters could be squeezed without affecting the performance of the bond. Total front-end fees were only 1/2 per cent but the spread over six-month Libor of 1/2 point was slightly more generous than some recent issues.

The bond was very warmly received, trading at a minuscule 0.15 per cent discount.

Last week saw some activity in the sterling bond markets with a £25m Eurosterling bond from Commerzbank and a £40m domestic debt issue from Elf UK. The former was not a great success, launched into a market where sterling was sliding and yields were weak.

The Elf issue was more interesting for two reasons. It had an eight-year maturity, compared with the usual 25 or 30 years for UK domestic bonds, and Elf had to pay a premium of at least 1/2 point over the equivalent cost in the Eurosterling market.

Today should see the launch of a £50m bulldog bond from Spain. It will have a five-year life and will be

priced by Samuel Montagu to give an expected yield of about 0.90 per cent over the equivalent five-year gilt: £30 per cent is to be paid now and the balance in March. Spain

has been considering a sterling bond for a long time, but previously thought both margins and absolute rates were too high.

Secondary markets in fixed-rate bonds showed signs of Christmas slackness last week. Prices fell in

dollars, D-Marks and Swiss francs,

with the biggest losses in Germany, and turnover was very low.

CREDITS

Rush to complete loan for Brazil

BY PETER MONTAGNON, EUROMARKETS CORRESPONDENT, IN LONDON

BANKS ARE now rushing to complete Brazil's \$6.3bn loan in time for a first disbursement before the end of the year.

Prof Antonio Delfim Netto, the Planning Minister, and Sr Affonso Pastore, central bank governor, are visiting Spain and the Middle East to rally banks that have not yet subscribed to the credit.

The International Monetary Fund has meanwhile reassured bankers that a parallel package of \$2.5bn in loans from governments is in place. The government package is a precondition for any disbursement of the bank loan.

Later this week, the advisory committee of leading creditor banks, which is chaired by Citibank, will meet in New York amid expectations of a decision on disbursement. Brazil needs the money before the end of the year to eliminate debt interest arrears of more

than \$2.5bn, but the schedule has become tight, prompting speculation that bridging finance will be needed.

Leading creditor banks still, however, still display extreme distaste for more bridging finance.

If the disbursement schedule cannot be met, Brazil may therefore simply be left to reduce its arrears to less than the critical 90-day mark. That could be done from the country's existing resources, including the \$1.8bn being made available today from a previous bank loan.

Mexico, meanwhile, begins talks today with its leading banks on a new loan of \$3.5bn to \$4bn to cover its needs for 1984. Margins on the loan are expected to be lower than on this year's \$5.5bn credit, but Mexico is also believed to want a longer maturity of 10 years, with repayments beginning after five years.

That would help the country to avoid piling more repayment burdens on to a debt profile that is already bulging with maturing loans in the second half of this decade.

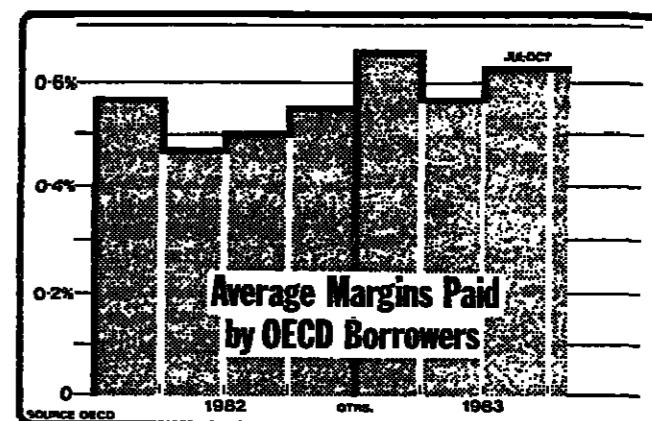
Last week, Yugoslavia's leading creditor banks agreed in principle to refinance some \$1.6bn in medium and long-term debt falling due next year. That depends on Western governments also being prepared to refinance about \$600m in maturing debt.

After this year's rather tortuous negotiations between the banks and Yugoslavia, talks for refinancing 1984 maturities might go fairly smoothly. Yugoslavia is expected to ask its bank creditors for a temporary freeze on repayments until the end of March to allow time for conditions to be worked out.

Banks are already talking of a seven-year refinancing instead of this year's six-year maturity and a small cut in margins, but one area of disagreement remains the question of Yugoslavia's need for new money.

The Yugoslav National Bank has about \$700m in freely available foreign-exchange reserves and is forecasting a current-account balance of payments surplus of some \$800m next year, compared with a deficit of \$300m this year. Creditor banks reckon that means the country should be able to do without any fresh loans, but the International Monetary Fund is understood to be keen on an arrangement for some new money in case the country's cash-flow is tighter than expected.

Rather less progress was made last week on the Philippines' efforts to refinance \$2bn in debt maturing up to the end of 1985, as well as to secure the extension of about \$3.5bn in trade credits and new money totalling \$1.6bn.



Discussions with commercial banks were again adjourned in mid-week to allow the country more time for talks with the IMF and government creditors. The U.S. and Japan are expected under the Philippines programme to provide about \$600m in official finance, \$200m in a temporary bridging loan.

Elsewhere, the fact that margins are beginning to drop for top-rated borrowers was shown yet again last week with the 10-year, £100m credit being led for Ireland by Allied Irish and Lloyds Bank International. Lenders will receive interest at a margin of 1/2 per cent over sterling money-market rates for the first three years, rising to 1/2 per cent thereafter.

Some bankers regard those terms as too fine for Ireland, which is not generally regarded as quite such a strong credit as France or Sweden, but there is already keen interest at lead manager level and the credit might be helped by a potential scarcity of Irish paper next year.

CURRENT INTERNATIONAL BOND ISSUES

Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Lead Manager	Offer yield %	Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Lead Manager	Offer yield %
U.S. DOLLARS															
Brown Boveri S	60	1995	12	4 1/2	100	SBCI, CSFB, UBS Secs.									
IAUBS ++†	200	2008	25	12 1/4	98.30										
Creditanstalt ++†	100	1994	10	1 1/2	100	Morgan Stanley, ERIC, CSFB, SBCI, Montagu, SBCI, CSFB	12.341								
Hydro-Quebec ++†	200	1994	10	1 1/2	100										
D-MARK															
Arco Int. †	100	1991	8	8 1/4	100	Deutsche Bank	8.254								
South Africa †	200	1991	8	8 1/2	99 1/2	Deutsche Bank	8.434								
MEGA †	150	1994	9 1/2	8 1/4	100	Dresdner Bank	8.364								
SWISS FRANCS															
Chapal Phars. **§	100	1988	—	2 1/2	100	SBC	2.525								
Moji Saku **§	100	1989	—	2 1/2	100	SBC	2.625								
Okuma Machinery **§	50	1989	—	2 1/2	100	Bank, Morgan Grenfell on Swiss	2.625								
Lion Corp. **§	50	1988	—	2 1/2	100	CS	2.750								
Toko Inc. **§	35	1989	—	2 1/2	100	CS	2.750								
Kirin Brewery **§	100	1989	—	2 1/2	100	UBS	2.500								
Brother Ind. **§	50	1989	—	2 1/2	100	UBS	2.500								
Genzo Sangyo **§	20	1988	—	4	100	Swiss Volksbank	4.000								
Hosen Corp. **§	20	1989	—	2 1/2	100	SBC	2.750								
SCH †	100	1993	—	5 1/2	100	CS	5.750								
Heile Ind. **†	10	1988	—	5 1/2	100	Bank Leu	6.125								
Bank Power Corp. †	100	1991	—	5 1/2	98 1/2	UBS	5.932								
World Bank ***	200	1990	—	5 1/2	100	SBC	5.750								
Toyota Corp. **§	150	1989	—	2 1/2	100	SBC	—								
Kurko Ind. **§	50	1989	—	2 1/2	100	CS	—								
STERLING															
Commerzbank †	25	1990	6.04	11 1/2	100	Han Samuel, SG Warburg	11.500								
MNR. KRONER															
Eximbank †	200	1988	5	12	100	Danmarks Creditbank	12.000								
ECUs															
ECU †	50	1993	6 1/2	11	100	BBL, BNP, Sparkassen SDS	11.000								
Soc. de Dev. Regional	20	1990	5	11 1/2	—	BNP, Paribas, Soc. Gen., BBL, Nomura	—								
ECU †	20	1995	10	11 1/2	—	As above	—								
ECU †	50	1993	5	10 1/2	100 1/2	Kreditbank Ind., Sparkassen SDS, BBL, Soc. Gen. de Bours.	10.558								
ECU †	25	1993	11.5	18	91	As above	11.270								
YEN															
KEPCO **†	50n	1990	6.4	8.4	99.55	Unive Secs.	8.557	</td							

U.S. BONDS

Bears fear that Fed cannot prevent rising rates

THE U.S. credit markets took another battering last week despite — or in some cases because of — what a veritable bevy of administration and Fed officials, together with a fair sprinkling of Wall Street's gurus, had to say.

Their views, which rarely coincided, swept through an already lethargic market like a whirlwind with nowhere to go. At the end of the week the long bond was 5 points lower at 100 18 to yield 11.80 per cent. This despite the better-than-expected rally, namely 10 basis points, which sparked another half-hearted rally lifting the long bond from a five month low.

The relatively miserable state of the markets reflects a number of factors, including year-end pressures. But more importantly, like the speeches, it also

U.S. INTEREST RATES (%)

	Week to Dec 8	Week to Dec 2
Fed funds only over... 9.46	9.27	
Three-month T-bills... 9.50	9.42	
30-year T-bonds... 11.88	11.82	
AAA Utility..... 12.86	12.56	
AA Industrial..... 12.70	12.75	

Source: Salomon Bros. (estimates). In November, the AAA utility rose by \$2.1bn to \$117.1bn. In November, MC rose by \$14bn to \$2,176bn, and M3 rose by \$6.7bn to \$2,589.7bn.

reflects the current sharp debate about the course of the economy, interest rates and Federal Reserve Board policy.

The debate is taking place in an increasingly heated political environment — witness the latest House Committee attack on Paul Volcker and "Fed secrecy."

A thumb-sized guide to the views of a few of last week's major participants looks like this:

Mr Paul Volcker, the Fed chairman, first reassured and then on reflection confused the markets by saying there had been no "major" change in Fed policy.

Mr Governor, Mr. Henry Wallace, said a reduction of \$100m in the Federal budget deficit would bring long-term rates down by 150 points. In contrast Mr Donald Regan, the Treasury Secretary, said budget deficits were only one factor

Paul Taylor

This announcement appears as a matter of record only.



ASSOCIATES CORPORATION OF NORTH AMERICA

U.S. \$400,000,000

Revolving and Term Loan Facility

Arranged by

Merrill Lynch Capital Markets

Provided by

The Bank of Nova Scotia

Dresdner Bank AG
New York/Grand Cayman Branches

Bank of America NT & SA

Lloyds Bank International Limited

Midland Bank PLC

DG BANK Deutsche Genossenschaftsbank
Cayman Islands Branch

The Royal Bank of Canada

Allied Irish Banks Limited

National Bank of Canada

The Toronto-Dominion Bank
Atlanta Agency

Bank of Ireland

Kreditbank N.V.
Grand Cayman Branch

Credit Suisse

NCNB National Bank of North Carolina

Westdeutsche Landesbank Girozentrale

Bank of Montreal

Barclays Bank International Limited

Canadian Imperial Bank of Commerce
Atlanta Agency

Credit Lyonnais

National Westminster Bank Group

Banque Nationale de Paris
New York Branch

Banque Paribas

Nederlandse Middenstandsbank N.V.
New York Branch

Union Bank of Switzerland

InterFirst Bank Dallas, N.A.

Bank für Gemeinwirtschaft AG
New York/Cayman Islands Branches

Daiwa Bank Trust Company

Texas Commerce Bank National Association

Société Générale
New York Branch

Agent Bank

Merrill Lynch International Bank Limited

December 1983

INTERNATIONAL COMPANIES and APPOINTMENTS

BHP forms trust to aid Queensland coal venture

BY MICHAEL THOMPSON-NOEL IN SYDNEY

INCENIOUSLY, Broken Hill Proprietary (BHP) is forming a unit trust that will make a \$345m (USS307m) take-over offer for Umal Consolidated.

Umal owns an important stake in the Queensland coal mine BHP is acquiring as part of its US\$2.4bn acquisition of the Utah International resources group from General Electric of the U.S.

Under the plan, which has Umal's blessing, the trust will hold up to 22 per cent of the consortium BHP is forming in Queensland.

Finance for the Utah deal, easing the biggest acquisition ever by an Australian company — has already been arranged.

• Australia's decision to float the dollar from today may well have been precipitated by Thursday's application by Elders-IXL to bring A\$700m into the country.

For tax reasons, Umal has been under pressure from some shareholders — led by merchant bank BT Australia — to transform itself into a trust for some time.

BHP will offer Umal shareholders 310 A\$1 units in the new Queensland Coal Trust for every 100 Umal shares held. If acceptances reach 90 per cent the offer will become 320 units per 100 shares.

The offer values each Umal share at A\$3.10, against Friday's closing

price of A\$2.70. The offer is conditional.

It now appears that owner-ship of the new Queensland consortium being formed by BHP will be as follows: BHP, 35-40 per cent; GE, 20-25 per cent; the Queensland Coal Trust, up to 22 per cent; Mitsubishi Development, 12 per cent; and the Australian Mutual Provident Society, 7 per cent.

Umal already holds similar stakes in the existing Utah coal consortium.

Finance for the Utah deal, easing the biggest acquisition ever by an Australian company — has already been arranged.

• Australia's decision to float the dollar from today may well have been precipitated by Thursday's application by Elders-IXL to bring A\$700m into the country.

For tax reasons, Umal has been under pressure from some shareholders — led by merchant bank BT Australia — to transform itself into a trust for some time.

BHP will offer Umal shareholders 310 A\$1 units in the new Queensland Coal Trust for every 100 Umal shares held. If acceptances reach 90 per cent the offer will become 320 units per 100 shares.

The offer values each Umal share at A\$3.10, against Friday's closing

price of A\$2.70. The offer is conditional.

It now appears that owner-

ship of the new Queensland

consortium being formed by

BHP will be as follows: BHP,

35-40 per cent; GE, 20-25 per

cent; the Queensland Coal

Trust, up to 22 per cent;

Mitsubishi Development, 12 per

cent; and the Australian Mutual

Provident Society, 7 per cent.

Umal owns 49.4 per cent of

Elders-IXL. On Friday Elders

launched an on-market buying

sprint, at A\$3.82 per CUB

share, following an earlier offer

of six Elders shares plus

A\$2.20 cash for every 10 CUB

shares.

By the close of trading on

Friday, which saw a record

national sharemarket turnover of

more than A\$200m, Elders

had accumulated just under 35

per cent of CUB.

Yesterday, breaking more

than week's silence, Mr Elliott

spoke of a friendly merger

between CUB and its former

shareholders.

Elders is expected to gain

formal control of CUB early

this week.

Yesterday, breaking more

than week's silence, Mr Elliott

spoke of a friendly merger

between CUB and its former

shareholders.

Elders is expected to gain

formal control of CUB early

this week.

Yesterday, breaking more

than week's silence, Mr Elliott

spoke of a friendly merger

between CUB and its former

shareholders.

Elders is expected to gain

formal control of CUB early

this week.

Yesterday, breaking more

than week's silence, Mr Elliott

spoke of a friendly merger

between CUB and its former

shareholders.

Elders is expected to gain

formal control of CUB early

this week.

Yesterday, breaking more

than week's silence, Mr Elliott

spoke of a friendly merger

between CUB and its former

shareholders.

Elders is expected to gain

formal control of CUB early

this week.

Yesterday, breaking more

than week's silence, Mr Elliott

spoke of a friendly merger

between CUB and its former

shareholders.

Elders is expected to gain

formal control of CUB early

this week.

Yesterday, breaking more

than week's silence, Mr Elliott

spoke of a friendly merger

between CUB and its former

shareholders.

Elders is expected to gain

formal control of CUB early

this week.

Yesterday, breaking more

than week's silence, Mr Elliott

spoke of a friendly merger

between CUB and its former

shareholders.

Elders is expected to gain

formal control of CUB early

this week.

Yesterday, breaking more

UK COMPANY NEWS

Record USM share offer values Synterials at £25m

BROKERS Jones Capel are launching the largest ever offer of shares on the three year old Unlisted Securities Market, by offering for subscription 20m £1 shares in Synterials.

The company has been formed to acquire the Dutch business Technovation for £4.4m and the whole of Synterials will have a market value at the offer price of £24.5m. The costs of the issue will amount to £1.3m.

Technovation is a greenfield venture, having never made a profit, while turnover over the past three years totals no more than £114,000. Over the same period the company made pre-tax losses of £2.4m.

Technovation produces industrial components from synthetic materials ("synterials") using what it terms "a flexible manufacturing system" and its own material and design technologies.

Comment
The complexities, both legal and financial, of offering 22m worth of shares in a one year venture with no profit forecast, must have been nightmare. That goes some way to explaining the whopping £1.3m costs of the issue. Whether the Synterials

BOARD MEETINGS

FUTURE DATES

Invitations:
Busters of Yorkshire Dec 20
British Electric Traction Dec 15
Copper-Nell Dec 20
Doranakande Rubber Estates Dec 15
Hampton Gold Mining Areas Dec 19
Metals and Minerals Dec 19
Thompson & d' d' Dec 19

Everards Dec 18
Monk (A.) Dec 18
Parkfield Foundries Dec 16
Tops Estates Dec 15
Wright Collins Rutherford Scott Dec 13

Finals: Crown House, Dobson Park Industries, Durban Roadsport Deep, and Proprietary Mines, Merlin The Newsagent, RHP, Stanhope, Whitecroft.

Johnson and Firth Brown Dec 18
Stakke Dec 15
United Scientific Dec 15

t Corrected.

The following companies have notified dates for their meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividends. Official indications are not given as to whether the discussions are interim or final and the subdivisions shown below are based mainly on last year's timetable.

Technovation 1984

Interiors: Baker Perkins, Blyvoort, Uitzicht Gold Mining, Caffyn's, General Electric, Halswelle Foods, Leigh Industries, Shire Carpets, West's Group International.

Finals: Crown House, Dobson Park Industries, Durban Roadsport Deep, and Proprietary Mines, Merlin The Newsagent, RHP, Stanhope, Whitecroft.

Exco stake in U.S. broking venture

EXCO International, the money broker and financial services group, is taking a 30 per cent stake in David Allsop, a small U.S. broking and fund management group, through a joint venture with British and Commonwealth merchant and ironmongers. The deal has been dropped from £2.55m to £2.2m.

The joint venture company in which the deal is being carried out is Financial and Investment Services Development Corporation, British and Commonwealth hold's 60 per cent of the shares and Exco holds the rest.

Alsop specialises in U.S. defence and oil stocks and its latest profit for the last completed financial year was \$1m.

Mr John Gunn, Exco's managing director, said yesterday that the deal did not form part of Exco's "mainstream acquisition plans" and that major deals would be carried out "under the Exco banner".

Exco is still studying the feasibility of creating its own dealing unit by employing stockbrokers from members of the stock exchange following the breakdown in its discussions with Wood Mackenzie, the Edinburgh based stockbroker in which it was planning to acquire a 29.9 per cent

so as to delay its Stock Exchange debut until some of those indices allow further production orders had begun to trickle in. As it is, British investors should have learnt some healthy scepticism—but no more than that—of foreign based new venture companies seeking a UK quote. However the well known business names in the Synterials board suggest that a lot of reputations have been staked on the company justifying the faith of its sponsors.

Braham Millar

The substantial order book with which the Braham Millar Group started the current year is reflected in the growth achieved in the first half. In the period ended September 30 1983 this mechanical engineering undertaking increased its sales by 17 per cent, from £3.88m to £4.5m, and its profits by 30 per cent, from £199,000 to

He says the success of Rialto has been one of the major influences in Rialto's recovery and it will continue to make an important contribution to the group's future.

For production has been satisfactorily established and, although it is still early days to judge its impact on the light-weight commercial vehicle market, the company will not underestimate the difficulty in breaking into the fleet market currently dominated by the major manufacturers.

Turnover for the year improved from £11.5m to £12.6m, and there was an operating profit of £355,000. Interest charges were down from £247,000 to £150,000, but tax rose from £5,000 to £14,000, leaving net profits of £217,000 (£223,000, which includes an extraordinary credit of £7,000).

Sales of the Rialto economy range of three wheelers have remained steady throughout 1983, and Mr Nash says he is

encouraged by the level of demand for the vehicle during the winter months when, traditionally, a fall off in sales is to be expected.

He says the success of Rialto has been one of the major influences in Rialto's recovery and it will continue to make an important contribution to the group's future.

After tax £103,000 (£83,000), net profit for the half year comes out at £99,000 (£76,000), equal to 0.8p (0.6p) per share. The interim dividend is being held at 0.4p net—the previous year's final was 0.6p.

Casket growth

Lord Barnett, chairman of S. Casket (Holdings), the clothing distributor and retailer, told the annual meeting that, with the first half almost over, the profits to date were confirming his forecast of a healthy increase. In the corresponding six months to December 31 1983 the profit was £11,000, rising to £14,000 by the end of the year.

Dividend policy would be reviewed when the figures were available, but Lord Barnett said he was conscious of the patience shareholders had shown during the rebuilding of the company's profits, and he hoped they would be able to benefit from the company's upturn.

F.T. Share Information

The following securities have been added to the Share Information Services:

Australia per cent 2015

Intl Bk & O'Sea Govt Ster Issues

Coin Inds (Industries)

Edinburgh Fd Man (Trusts, Finance Land)

European Assets Trust (Trusts) Int'l (Electrical)

Laidlaw (Motors)

Lowland Inds Dfd (Industries)

Night Hawk Res (Oils)

Oliver Prospecting (Oils)

SCA Services (Americans)

Telematrix (Electricals)

Windsor Res (Mines Australian)

LADBROKE INDEX

744-749 (-6)

Based on FT Index

Tel: 01-493 5261

Reliant Motor recovery continues in opening half

encouraged by the level of demand for the vehicle during the winter months when, traditionally, a fall off in sales is to be expected.

He says the success of Rialto has been one of the major influences in Rialto's recovery and it will continue to make an important contribution to the group's future.

After tax £103,000 (£83,000), net profit for the half year comes out at £99,000 (£76,000), equal to 0.8p (0.6p) per share. The interim dividend is being held at 0.4p net—the previous year's final was 0.6p.

The turnover generated by Rialto Industrial Mouldings is still relatively small, although it is no longer trading at a loss. The potential for growth is real, even though trading conditions mean that the payment of a dividend would be uncertain.

Turnover for the year improved from £11.5m to £12.6m, and there was an operating profit of £355,000. Interest charges were down from £247,000 to £150,000, but tax rose from £5,000 to £14,000, leaving net profits of £217,000 (£223,000, which includes an extraordinary credit of £7,000).

Sales of the Rialto economy range of three wheelers have remained steady throughout 1983, and Mr Nash says he is

encouraged by the level of demand for the vehicle during the winter months when, traditionally, a fall off in sales is to be expected.

He says the success of Rialto has been one of the major influences in Rialto's recovery and it will continue to make an important contribution to the group's future.

After tax £103,000 (£83,000), net profit for the half year comes out at £99,000 (£76,000), equal to 0.8p (0.6p) per share. The interim dividend is being held at 0.4p net—the previous year's final was 0.6p.

The turnover generated by Rialto Industrial Mouldings is still relatively small, although it is no longer trading at a loss. The potential for growth is real, even though trading conditions mean that the payment of a dividend would be uncertain.

Turnover for the year improved from £11.5m to £12.6m, and there was an operating profit of £355,000. Interest charges were down from £247,000 to £150,000, but tax rose from £5,000 to £14,000, leaving net profits of £217,000 (£223,000, which includes an extraordinary credit of £7,000).

Sales of the Rialto economy range of three wheelers have remained steady throughout 1983, and Mr Nash says he is

encouraged by the level of demand for the vehicle during the winter months when, traditionally, a fall off in sales is to be expected.

He says the success of Rialto has been one of the major influences in Rialto's recovery and it will continue to make an important contribution to the group's future.

After tax £103,000 (£83,000), net profit for the half year comes out at £99,000 (£76,000), equal to 0.8p (0.6p) per share. The interim dividend is being held at 0.4p net—the previous year's final was 0.6p.

The turnover generated by Rialto Industrial Mouldings is still relatively small, although it is no longer trading at a loss. The potential for growth is real, even though trading conditions mean that the payment of a dividend would be uncertain.

Turnover for the year improved from £11.5m to £12.6m, and there was an operating profit of £355,000. Interest charges were down from £247,000 to £150,000, but tax rose from £5,000 to £14,000, leaving net profits of £217,000 (£223,000, which includes an extraordinary credit of £7,000).

Sales of the Rialto economy range of three wheelers have remained steady throughout 1983, and Mr Nash says he is

encouraged by the level of demand for the vehicle during the winter months when, traditionally, a fall off in sales is to be expected.

He says the success of Rialto has been one of the major influences in Rialto's recovery and it will continue to make an important contribution to the group's future.

After tax £103,000 (£83,000), net profit for the half year comes out at £99,000 (£76,000), equal to 0.8p (0.6p) per share. The interim dividend is being held at 0.4p net—the previous year's final was 0.6p.

The turnover generated by Rialto Industrial Mouldings is still relatively small, although it is no longer trading at a loss. The potential for growth is real, even though trading conditions mean that the payment of a dividend would be uncertain.

Turnover for the year improved from £11.5m to £12.6m, and there was an operating profit of £355,000. Interest charges were down from £247,000 to £150,000, but tax rose from £5,000 to £14,000, leaving net profits of £217,000 (£223,000, which includes an extraordinary credit of £7,000).

Sales of the Rialto economy range of three wheelers have remained steady throughout 1983, and Mr Nash says he is

encouraged by the level of demand for the vehicle during the winter months when, traditionally, a fall off in sales is to be expected.

He says the success of Rialto has been one of the major influences in Rialto's recovery and it will continue to make an important contribution to the group's future.

After tax £103,000 (£83,000), net profit for the half year comes out at £99,000 (£76,000), equal to 0.8p (0.6p) per share. The interim dividend is being held at 0.4p net—the previous year's final was 0.6p.

The turnover generated by Rialto Industrial Mouldings is still relatively small, although it is no longer trading at a loss. The potential for growth is real, even though trading conditions mean that the payment of a dividend would be uncertain.

Turnover for the year improved from £11.5m to £12.6m, and there was an operating profit of £355,000. Interest charges were down from £247,000 to £150,000, but tax rose from £5,000 to £14,000, leaving net profits of £217,000 (£223,000, which includes an extraordinary credit of £7,000).

Sales of the Rialto economy range of three wheelers have remained steady throughout 1983, and Mr Nash says he is

encouraged by the level of demand for the vehicle during the winter months when, traditionally, a fall off in sales is to be expected.

He says the success of Rialto has been one of the major influences in Rialto's recovery and it will continue to make an important contribution to the group's future.

After tax £103,000 (£83,000), net profit for the half year comes out at £99,000 (£76,000), equal to 0.8p (0.6p) per share. The interim dividend is being held at 0.4p net—the previous year's final was 0.6p.

The turnover generated by Rialto Industrial Mouldings is still relatively small, although it is no longer trading at a loss. The potential for growth is real, even though trading conditions mean that the payment of a dividend would be uncertain.

Turnover for the year improved from £11.5m to £12.6m, and there was an operating profit of £355,000. Interest charges were down from £247,000 to £150,000, but tax rose from £5,000 to £14,000, leaving net profits of £217,000 (£223,000, which includes an extraordinary credit of £7,000).

Sales of the Rialto economy range of three wheelers have remained steady throughout 1983, and Mr Nash says he is

encouraged by the level of demand for the vehicle during the winter months when, traditionally, a fall off in sales is to be expected.

He says the success of Rialto has been one of the major influences in Rialto's recovery and it will continue to make an important contribution to the group's future.

After tax £103,000 (£83,000), net profit for the half year comes out at £99,000 (£76,000), equal to 0.8p (0.6p) per share. The interim dividend is being held at 0.4p net—the previous year's final was 0.6p.

The turnover generated by Rialto Industrial Mouldings is still relatively small, although it is no longer trading at a loss. The potential for growth is real, even though trading conditions mean that the payment of a dividend would be uncertain.

Turnover for the year improved from £11.5m to £12.6m, and there was an operating profit of £355,000. Interest charges were down from £247,000 to £150,000, but tax rose from £5,000 to £14,000, leaving net profits of £217,000 (£223,000, which includes an extraordinary credit of £7,000).

Sales of the Rialto economy range of three wheelers have remained steady throughout 1983, and Mr Nash says he is

encouraged by the level of demand for the vehicle during the winter months when, traditionally, a fall off in sales is to be expected.

He says the success of Rialto has been one of the major influences in Rialto's recovery and it will continue to make an important contribution to the group's future.

After tax £103,000 (£83,000), net profit for the half year comes out at £99,000 (£76,000), equal to 0.8p (0.6p) per share. The interim dividend is being held at 0.4p net—the previous year's final was 0.6p.

The turnover generated by Rialto Industrial Mouldings is still relatively small, although it is no longer trading at a loss. The potential for growth is real, even though trading conditions mean that the payment of a dividend would be uncertain.

Turnover for the year improved from £11.5m to £12.6m, and there was an operating profit of £355,000. Interest charges were down from £247,000 to £150,000, but tax rose from £5,000 to £14,000, leaving

Closing prices December 9

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

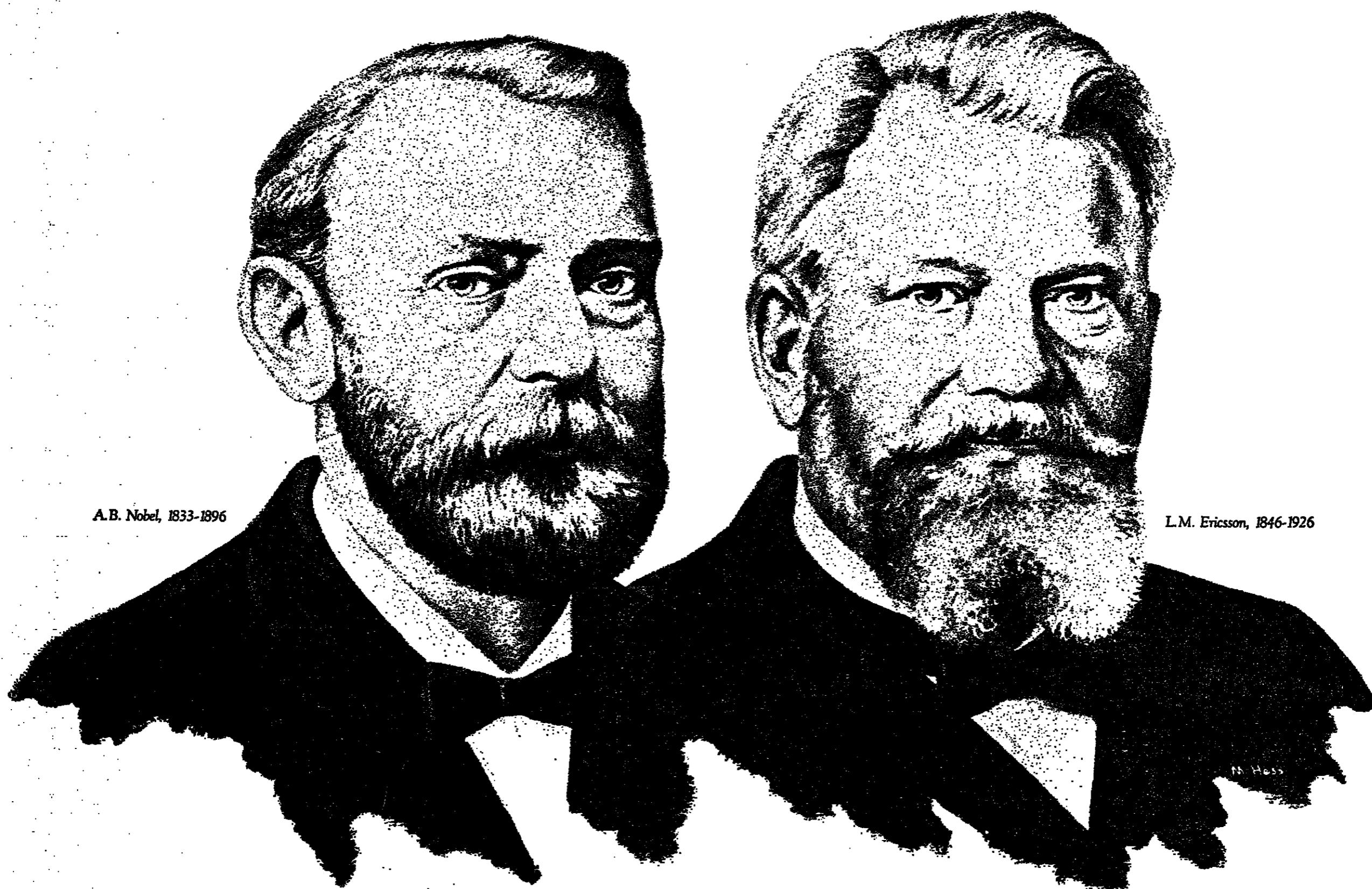
Continued on Page 19

AMERICAN STOCK EXCHANGE COMPOSITE CLOSING PRICES

Closing prices December 9

Continued on Page 2

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES



ONE MAN'S NAME IS ON EVERYBODY'S LIPS. THE OTHER ONE'S SOON WILL BE.

They both lived in Stockholm during the second half of the 19th century. Both were prominent inventors and industrialists.

Alfred Bernhard Nobel was a chemist. His most famous invention was dynamite. But he is best known for bequeathing his vast fortune to institute the prizes that bear his name.

Lars Magnus Ericsson was a telecommunications pioneer. The company he started over a hundred years ago is the world's fourth largest in its field.

This year, it is 150 years since Alfred Nobel was born. And his prizes will be awarded again for the 82nd time.

We at Ericsson want to remind you of this occasion not for sentimental, historical reasons, but because we firmly believe that science and technology can help make the future better for all of us.

We have been helping to make communication between individuals, organizations and nations easier ever since the days of Alfred Nobel. Today, we are known as the pioneer in the digitalization of the global telephone network.

And the more we innovate in areas like data processing, information systems and cellular radio, the better you, too, will get to know us.

Write to us, on your company letterhead, for a free 12-page booklet on Alfred Nobel and his work—and a little on what Ericsson's all about.

ERICSSON 

TELEFON AB L.M. ERICSSON, 12625 STOCKHOLM, SWEDEN

TECHNOLOGY

EDITED BY ALAN CANE

CANADIAN GROUP, HRS INDUSTRIES, ADDS A TOUCH OF COLOUR TO BLACK AND WHITE FILMS

Old movies yield to painting by numbers

BY NICHOLAS HIRST IN TORONTO

A TORONTO video studio is about to give "Play it again Sam" a whole new meaning. Videocolor, a subsidiary of entertainment group HRS Industries, has invented a cheap, quick method of adding a touch of colour to monochrome Humphrey Bogart.

Videocolor can turn old black and white films into coloured videotape. The kind of computer techniques which propelled George Lucas into a Star Wars future have taken Mr. Wile Markle, Videocolor's president and inventor, into the past. Mr. Markle could turn Bogart's smoky grey Casablanca bar into murky blues and greens, show viewers the colours of the Maltese Falcon, or present the sickly hue of the custard pie landing in Stan Laurel's face.

Mr. Markle's invention has been made possible by the microprocessor. He uses off-the-shelf computers, hardware and dedicated in-house developed software to colour films on videotape in a fraction of the time it would take by the only other available method—hand-painting.

Using computers, an art director "paints" the first frame of a scene. The colours are then locked in for the remainder of that scene. Changes in the picture, such as a new character coming in shot can be melded into the process and scene by scene a whole film can be computer-painted.

An old two-reeler, an 18 minute short, for example, would take an average of two days to complete. By hand-painting a similar length feature could take two years.

But why bother colouring old films? Isn't it almost a sacrifice of an art form to mess around with old black and white masterpieces and show them in a way they were never intended to be shown? Mr. Markle thinks not.

The market for the new technique is not an art film theatre showing movies to dedicated



Was Humphrey Bogart white with fear or red with rage in Casablanca? We'll never really know, but the computer painting process will give the film a more colourful image

black and white film buffs, says Mr. Markle, but the thousands of hours of entertainment time to be filled on broadcast, cable and satellite television.

"There is a psychological barrier to viewing black and white film which produces a negative reaction in a large proportion of the television audience," says Mr. Markle. "To that audience, black and white means outdated."

He argues that far from spoiling an art form, the process

enhances the clarity of the picture and with better sound quality improves all viewers' appreciation. So far, even the die-hard fans of black and white have been converted. A Laurel and Hardy fan club in Britain, having had a preview of the process, is begging to be shown a copy of an 18-minute feature.

Videocolor's process was first shown in prototype form with just a few minutes in colour in February of last year. Its first two-reeler is about to be com-

pleted and a full launch of the commercial process will take place in New York and Los Angeles early in the New Year.

Major studios are lining up for Mr. Markle to treat their films. Sitting on the bottom shelf of a bookcase in his office in Toronto's Soho Street is a copy of a full-length black and white classic from an acclaimed novel. A major studio wants Videocolor to turn it into colour, but wants no one to know it has been done.

Mr. Glick have evidence that a market exists, but a statement of material facts filed with the Vancouver Stock Exchange in September for the raising of C\$2.2m and warrants to raise further C\$3.5m in March had a cautionary note. "There is no evidence this process is economically feasible," the document stated.

Videocolor and HRS are convinced it is. HRS Industries and its affiliate, Hal Roach Studios, paid C\$5.5m this year for 75 per cent of Videocolor and Mr. Markle's sister company, Mobile Image, a production studio company whose facilities are needed to complete the colourisation process.

So far C\$600,000 has been absorbed in research and development. A first production line is expected to be in operation in the first quarter of next year and five lines by 1985. Videocolor at the moment is little more than a research outfit. One colourisation gel under way: "Hang on to your hair," says Mr. Glick. The process, he estimates, will produce revenues of C\$5m to C\$6m per line per year.

In the year ended March 31 1983, HRS Industries made a loss before extraordinary items of C\$463,000 on revenue of C\$1.12m. HRS is 70 per cent owned by Mr. Norman Glick, his brother, Mr. Earl Glick, and their publicly quoted oil company, Stampede Resources. For HRS, Videocolor could be either what Hollywood dreams are made of, or a box office flop.

HRS' equivalent of Gusta Carbo is its 72 per cent interest in Hal Roach Studios Incorporated, which has more than 1,500 black and white titles including the Laurel and Hardy and Little Rascals library.

Laurel and Hardy has a cult following. In colour, Mr. Glick believes it will gain a new audience.

Mr. Markle had been toying with the idea of converting

it into a colour film, but the idea of shade to work well in black and white, but who wants to see Laurel and Hardy with monster colour faces? In any case it is not possible to read from the black and white how the original colours would have looked—even with a computer.

The art director in the colourisation process will choose colours and face tones appropriate to the place and season.

The colour, in fact, will be a

black and white films to colour videotape ever since the American firm he worked for was involved in producing colour television pictures of the Apollo moon shot programme for Nasa. It was Mr. Glick's backing and the Hal Roach film library, which got the project off the ground.

Mr. Glick explained: "Wilson said: 'What would you say if I could turn some of that library into colour?' I said: 'Right, let's do it.' That was two and a half years ago."

Mr. Glick provided the money. Mr. Markle did the expertise. The Hal Roach library provides a start, but if the process is successful, the video world is Videocolor's oyster.

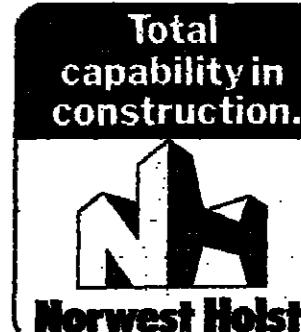
In North America alone, there are 17,000 black and white motion pictures and 1,400 black and white television series. In addition there are over 30,000 black and white films elsewhere which could be colourised.

Television audiences are already being fed with re-runs of "I Love Lucy" and "Sergeant Blotto." If one network or cable system starts running these oldies in colour, others are going to be pushed to follow suit.

If there is an irony in all this, it is that viewers will not see the original colours of the old film. Old colour film in Laurel and Hardy was predominantly green," said Mr. Markle. The green gave the right kind of shade to work well in black and white, but who wants to see Laurel and Hardy with monster colour faces? In any case it is not possible to read from the black and white how the original colours would have looked—even with a computer.

The art director in the colourisation process will choose colours and face tones appropriate to the place and season.

The colour, in fact, will be a



HEAT

Hazardous temperature measurement

TEMPERATURE measurement can be hazardous where there are explosive gases, high voltages or microwave beams. Asca, the Swedish engineering giant, has developed a temperature sensor which combines optical fibre technology with semiconductors to yield an intrinsically safe probe.

It consists of a crystal of the semiconductor material gallium arsenide bonded to the end of a fine optical fibre. Asca claims this probe can be inserted safely into almost any industrial environment.

A beam of light from a light emitting diode within the instrument is transmitted along the fibre to the crystal which absorbs the light and re-emits light back along the same fibre.

The distribution of colours in the emitted light is a function of the temperature of the crystal; special circuits in the instrument detect some of this emitted light and use it to determine the temperature of the probe head.

The gallium arsenide tip will measure temperatures between 0°C and 200°C with an accuracy of 1°C. More from Asca (UK) on 01-469 9119.

OFFICE OF NAVAL RESEARCH FUNDS UK UNIVERSITIES

How the U.S. supports British research

AN ARM of the U.S. defence machine is helping fund basic research in some of Britain's universities. It is the Office of Naval Research which this year has provided grants worth £400,000 to more than a dozen universities in Britain including Leeds, Cambridge, Manchester, Essex, Swansea and the City of London Polytechnic.

Some of the projects include investigation of the air/sea process which involves the effect of ocean currents on winds. Others deal with material science, heat transfer characteristics and radar.

The UK arm of the U.S. Office of Naval Research is manned by U.S. academics of international standing in their fields who take up to two years' sabbatical from their university careers.

With such a background, these scientists are able to evaluate the quality of work

being carried out all over the world, talk directly with foreign scientists and report their findings back to the ONR in the U.S. Usually they have had some involvement with the ONR before. Most have had their own research projects funded by the organisation.

For example, Dr Jim Daniel, who took up a two year post as Scientific director of the London office, comes from the University of Texas. He has been supported by the ONR since the late 1960s. His specialist field is in numerical analysis. This is the creation, analysis, and efficient implementation of ways of carrying out scientific calculations on computers. He has concentrated on differential equations.

The ONR emphasis is on areas such as large scale computing, solid state physics, radar, chemistry, environmental studies, corrosion, laser physics, power sources, directed energy and communications.

About 70 per cent of its

funding, some U.S.\$200m, goes towards its contract research but only about 10 per cent is spent in Europe. ONR also supports three of its own laboratories, the largest being the Naval Research Lab based at Arlington, Virginia. It gets \$70m from the ONR. It also sells its research services to other government departments including the Department of Energy.

Unlike similar military research organisations in the UK, the ONR concentrates only on basic research which may, ultimately have some relevance to the navy.

This means that the research emphasis is on areas such as large scale computing, solid state physics, radar, chemistry, environmental studies, corrosion, laser physics, power sources, directed energy and communications.

About 70 per cent of its

SORD

THE JAPANESE EDGE

Sord is Japan's fastest growing microcomputer company. And has been for seven years.

Sord has created the most price competitive micro range.

From home computers to desktop super-minis. PIPS no-program business software.

S-NET local area network system. CAD/CAM. Accounting packages.

Contact the pioneers in office automation.



TOKYO, NEW YORK AND NOW LONDON 01-930 4214



FUGIT

First Union General Investment Trust Limited

AMERICA'S LEADING INVESTMENT TRUST

PRELIMINARY PROFIT ANNOUNCEMENT

for the year ending 31 December 1983

Net income after taxation

Note

Year ending 31 December 1983 (Estimated)	Year ended 31 December 1982 (Actual)
R17 220 000	R15 019 000
74 520 000	74 520 000
23.11 cents	20.15 cents
6.5 cents	6.0 cents
10.0 cents	9.0 cents
16.5 cents	15.0 cents
428 cents	363 cents

Net asset value per share

2

Notes

1. Surpluses on realisation of investments during the year ended 31 December 1983 amounting to R41 035 000 (year ended 31 December 1982 – R10 800 000) have been transferred to a non-distributable reserve in terms of the articles of association of the company and have not been included in the earnings above.

2. The net asset value shown under 31 December 1983 was calculated at the close of business on 6 December 1983 after deducting the dividend herein declared.

DECLARATION OF FINAL DIVIDEND

in respect of the year ending 31 December 1983

Notice is hereby given that final dividend No. 46 of 10.0 cents per share has been declared in respect of the year ending 31 December 1983 payable to shareholders registered in the books of the company at the close of business on Friday, 30 December 1983. The share register of the company will be closed from Saturday, 31 December 1983 to Saturday, 7 January 1984, both days inclusive.

The dividend has been declared in the currency of the Republic of South Africa and cheques in payment thereof will be posted from the offices of the South African and United Kingdom transfer secretaries on or about 20 January 1984.

Cheques in respect of dividends issued by the United Kingdom office will be drawn in United Kingdom currency equivalent on 13 January 1984. Non-resident shareholders' tax at the rate of 15% will be deducted from dividends where applicable.

On behalf of the board
D Gordon (Chairman)
JR McAlpine (Director)

Johannesburg
8 December 1983

South African transfer
secretaries
Central Registrars Limited
4th Floor
15A Market Street
Johannesburg, 2001,
(PO Box 4844
Johannesburg, 2000)

United Kingdom transfer
secretaries
Charter Consolidated P.L.C.
PO Box 102
Charter House
Park Street
Ashford
Kent TN24 8EQ

A1183

Moray Firth Maltings plc

(Registered in England No. 919540)

Placing

by

Hambros Bank Limited

of

448,825 Ordinary shares of 50p each at 195p per share

Authorised

£216,370

SHARE CAPITAL

10 per cent. Cumulative

Issued and to be
Issued fully paid

£916,370

£4,000,000

Preference shares of £1 each

£3,070,763.50

Ordinary shares of 50p each

£3,070,763.50

Motor Firth Maltings plc is a leading manufacturer of distilled malt for the Scotch whisky industry, a supplier of grain to the brewing industry and exports both brewing and distilling malt worldwide. Motor Firth Maltings plc are contained in the Proxepa and are available in the statistical services of Ernst & Young, Standard & Poor's and quotes of such particular may be obtained from a usual business house in any stock exchange (Saturdays and Public Holidays excepted) up to and including 20th December 1983 from

Hambros Bank Limited, Fielding, Newson-Smith & Co., 41 Bishopsgate, London EC2P 2AA.

Garrard House, 31 Gt Fenchurch St, London EC3V 7RE.

Parsons & Co

Who put the crunch into Riley's Crisps?

Scunthorpe

INDUSTRIAL DEVELOPMENT AND INVESTMENT AGENCY

Telephone: (0724) 869494

BRITISH FUNDS

Interest	Rate	Stock	Price	Yield
"Shorts" (Lives up to Five Years)				
15M "M" 20/6 Funded Stock 32/364	99/100	14/10	45.52	8.9%
20M 20/6 Exch 11/6p Cen 1984	100/100	14/10	45.50	8.9%
22M 22/6 Exch 12/6p Cen 1984	100/100	14/10	45.50	8.9%
25M 25/6 Treasury 12/6p 1984	100/100	14/10	45.50	8.9%
22M 22/6 Exch 12/6p Cen 1985	100/100	14/10	45.50	8.9%
22M 22/6 Exch 12/6p Cen 1986	100/100	14/10	45.50	8.9%
25M 25/6 Treasury 12/6p 1986	100/100	14/10	45.50	8.9%
25M 25/6 Exch 12/6p Cen 1987	100/100	14/10	45.50	8.9%
25M 25/6 Exch 12/6p Cen 1988	100/100	14/10	45.50	8.9%
10M 10/6 Exch 11/6p Cen 1988	100/100	14/10	45.50	8.9%
10M 10/6 Exch 11/6p Cen 1989	100/100	14/10	45.50	8.9%
10M 10/6 Exch 11/6p Cen 1990	100/100	14/10	45.50	8.9%
10M 10/6 Exch 11/6p Cen 1991	100/100	14/10	45.50	8.9%
10M 10/6 Exch 11/6p Cen 1992	100/100	14/10	45.50	8.9%
10M 10/6 Exch 11/6p Cen 1993	100/100	14/10	45.50	8.9%
10M 10/6 Exch 11/6p Cen 1994	100/100	14/10	45.50	8.9%
10M 10/6 Exch 11/6p Cen 1995	100/100	14/10	45.50	8.9%
10M 10/6 Exch 11/6p Cen 1996	100/100	14/10	45.50	8.9%
10M 10/6 Exch 11/6p Cen 1997	100/100	14/10	45.50	8.9%
10M 10/6 Exch 11/6p Cen 1998	100/100	14/10	45.50	8.9%
10M 10/6 Exch 11/6p Cen 1999	100/100	14/10	45.50	8.9%
10M 10/6 Exch 11/6p Cen 2000	100/100	14/10	45.50	8.9%
10M 10/6 Exch 11/6p Cen 2001	100/100	14/10	45.50	8.9%
10M 10/6 Exch 11/6p Cen 2002	100/100	14/10	45.50	8.9%
10M 10/6 Exch 11/6p Cen 2003	100/100	14/10	45.50	8.9%
10M 10/6 Exch 11/6p Cen 2004	100/100	14/10	45.50	8.9%
10M 10/6 Exch 11/6p Cen 2005	100/100	14/10	45.50	8.9%
10M 10/6 Exch 11/6p Cen 2006	100/100	14/10	45.50	8.9%
10M 10/6 Exch 11/6p Cen 2007	100/100	14/10	45.50	8.9%
10M 10/6 Exch 11/6p Cen 2008	100/100	14/10	45.50	8.9%
10M 10/6 Exch 11/6p Cen 2009	100/100	14/10	45.50	8.9%
10M 10/6 Exch 11/6p Cen 2010	100/100	14/10	45.50	8.9%
Five to Fifteen Years				
22M 22/6 Exch 11/6p Cen 1999	100/100	14/10	45.50	8.9%
22M 22/6 Exch 11/6p Cen 2000	100/100	14/10	45.50	8.9%
22M 22/6 Exch 11/6p Cen 2001	100/100	14/10	45.50	8.9%
22M 22/6 Exch 11/6p Cen 2002	100/100	14/10	45.50	8.9%
22M 22/6 Exch 11/6p Cen 2003	100/100	14/10	45.50	8.9%
22M 22/6 Exch 11/6p Cen 2004	100/100	14/10	45.50	8.9%
22M 22/6 Exch 11/6p Cen 2005	100/100	14/10	45.50	8.9%
22M 22/6 Exch 11/6p Cen 2006	100/100	14/10	45.50	8.9%
22M 22/6 Exch 11/6p Cen 2007	100/100	14/10	45.50	8.9%
22M 22/6 Exch 11/6p Cen 2008	100/100	14/10	45.50	8.9%
22M 22/6 Exch 11/6p Cen 2009	100/100	14/10	45.50	8.9%
22M 22/6 Exch 11/6p Cen 2010	100/100	14/10	45.50	8.9%
Over Fifteen Years				
22M 22/6 Exch 11/6p Cen 1999	100/100	14/10	45.50	8.9%
22M 22/6 Exch 11/6p Cen 2000	100/100	14/10	45.50	8.9%
22M 22/6 Exch 11/6p Cen 2001	100/100	14/10	45.50	8.9%
22M 22/6 Exch 11/6p Cen 2002	100/100	14/10	45.50	8.9%
22M 22/6 Exch 11/6p Cen 2003	100/100	14/10	45.50	8.9%
22M 22/6 Exch 11/6p Cen 2004	100/100	14/10	45.50	8.9%
22M 22/6 Exch 11/6p Cen 2005	100/100	14/10	45.50	8.9%
22M 22/6 Exch 11/6p Cen 2006	100/100	14/10	45.50	8.9%
22M 22/6 Exch 11/6p Cen 2007	100/100	14/10	45.50	8.9%
22M 22/6 Exch 11/6p Cen 2008	100/100	14/10	45.50	8.9%
22M 22/6 Exch 11/6p Cen 2009	100/100	14/10	45.50	8.9%
22M 22/6 Exch 11/6p Cen 2010	100/100	14/10	45.50	8.9%
Undated				
15M 15/6 Exch 11/6p Cen 1999	100/100	14/10	45.50	8.9%
15M 15/6 Exch 11/6p Cen 2000	100/100	14/10	45.50	8.9%
15M 15/6 Exch 11/6p Cen 2001	100/100	14/10	45.50	8.9%
15M 15/6 Exch 11/6p Cen 2002	100/100	14/10	45.50	8.9%
15M 15/6 Exch 11/6p Cen 2003	100/100	14/10	45.50	8.9%
15M 15/6 Exch 11/6p Cen 2004	100/100	14/10	45.50	8.9%
15M 15/6 Exch 11/6p Cen 2005	100/100	14/10	45.50	8.9%
15M 15/6 Exch 11/6p Cen 2006	100/100	14/10	45.50	8.9%
15M 15/6 Exch 11/6p Cen 2007	100/100	14/10	45.50	8.9%
15M 15/6 Exch 11/6p Cen 2008	100/100	14/10	45.50	8.9%
15M 15/6 Exch 11/6p Cen 2009	100/100	14/10	45.50	8.9%
15M 15/6 Exch 11/6p Cen 2010	100/100	14/10	45.50	8.9%
Index-Linked				
20M 20/6 Exch 11/6p Cen 1999	100/100	14/10	45.50	8.9%
20M 20/6 Exch 11/6p Cen 2000	100/100	14/10	45.50	8.9%
20M 20/6 Exch 11/6p Cen 2001	100/100	14/10	45.50	8.9%
20M 20/6 Exch 11/6p Cen 2002	100/100	14/10	45.50	8.9%
20M 20/6 Exch 11/6p Cen 2003	100/100	14/10	45.50	8.9%
20M 20/6 Exch 11/6p Cen 2004	100/100	14/10	45.50	8.9%
20M 20/6 Exch 11/6p Cen 2005	100/100	14/10	45.50	8.9%
20M 20/6 Exch 11/6p Cen 2006	100/100	14/10	45.50	8.9%
20M 20/6 Exch 11/6p Cen 2007	100/100	14/10	45.50	8.9%
20M 20/6 Exch 11/6p Cen 2008	100/100	14/10	45.50	8.9%
20M 20/6 Exch 11/6p Cen 2009	100/100	14/10	45.50	8.9%
20M 20/6 Exch 11/6p Cen 2010	100/100	14/10	45.50	8.9%
INT. BANK AND OSEAS GOVT. STERLING ISSUES				
20M 20/6 Australia 13/6p 2010	120	28.4	11.76	11.68
20M 20/6 Australia 13/6p 2011	120	28.4	11.76	11.68
20M 20/6 Australia 13/6p 2012	97	30.4	13.19	13.10
20M 20/6 Australia 13/6p 2013	97	30.4	13.19	13.10
20M 20/6 Australia 13/6p 2014	97	30.4	13.19	13.10
20M 20/6 Australia 13/6p 2015	97	30.4	13.19	13.10
20M 20/6 Australia 13/6p 2016	97	30.4	13.19	13.10
20M 20/6 Australia 13/6p 2017	97	30.4	13.19	13.10
20M 20/6 Australia 13/6p 2018	97	30.4	13.19	13.10
20M 20/6 Australia 13/6p 2019	97	30.4	13.19	13.10
20M 20/6 Australia 13/6p 2020	97	30.4	13.19	13.10
20M 20/6 Australia 13/6p 2021	97	30.4	13.19	13.10
20M 20/6 Australia 13/6p 2022	97	30.4	13.19	13.10
20M 20/6 Australia 13/6p 2023	97	30.4	13.19	13.10
20M 20/6 Australia 13/6p 2024	97	30.4	13.19	13.10
20M 20/6 Australia 13/6p 2025	97	30.4	13.19	13.10
20M 20/6 Australia 13/6p 2026	97	30.4	13.19	13.10
20M 20/6 Australia 13/6p 2027	97	30.4	13.19	13.10
20M 20/6 Australia 13/6p 2028	97	30.4	13.19	13.10
20M 20/6 Australia 13/6p 2029	97	30.4	13.19	13.10

INDUSTRIALS—Continued

LEISURE—Continued

PROPERTY—Continued

INVESTMENT TRUSTS—Continued

OIL AND GAS—Continued

An integrated approach to investment and finance
NIKKO
 THE NIKKO SECURITIES CO., LTD.
 The Nikko Securities Co., (Europe) Ltd.
 Nikko House, 17 Codrington Street,
 London EC4V 5BD
 Tel: 248-9811 Telex: 884717

MINES—continued

Australians

Tin

Miscellaneous

NOTES

PLANTATIONS

Rubbers, Palm Oil

Treas

MINES

Central Rand

Eastern Rand

Far West Rand

O.F.S.

Finance

Land, etc.

Finance

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

Diamond and Platinum

Central African

OIL AND GAS

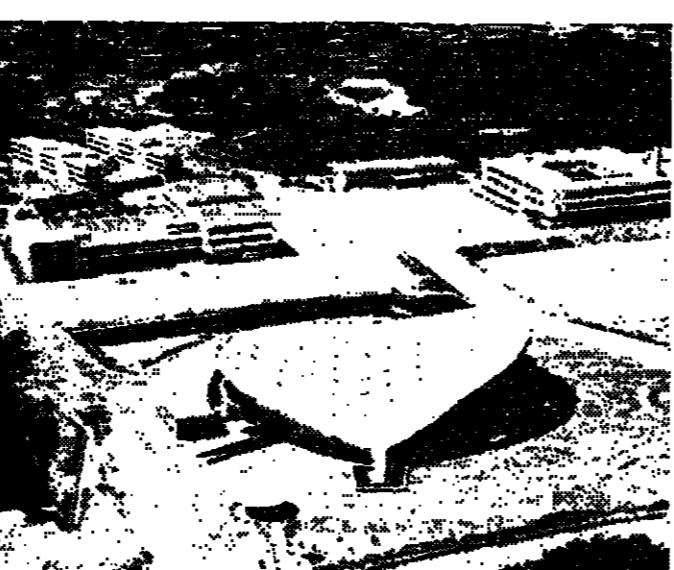
Diamond and Platinum

Central African

OIL AND GAS

SECTION III

FINANCIAL TIMES SURVEY



Left to right: Testing cameras at Nikon's Tokyo plant; Matsushita's (National Panasonic) training centre at Osaka; making clothes at Jan Sin Mee Garments; machining parts for video recorders at Sanyo, Osaka

By Charles Smith

might feel encouraged to embark on a fresh round of investment.

JAPAN'S INDUSTRY has begun a modest recovery this year from the recession into which it was plunged at the end of 1981 when Western nations abruptly cut back on their purchases of Japanese products. However, recovery is brought with a number of worries as to where the economy may be going next and about prospects for sustained growth in the next year to 18 months.

A paradox that is causing concern to both to Japan's economic planners and to foreign observers is that while industry is riding the crest of a new export boom, recovery of demand inside Japan is taking time to materialise.

No less disturbing is the fact that the healthy growth of industrial production which set in just before the middle of 1983 has so far been unaccompanied by any sign that Japanese companies plan to increase investment in new plant and equipment.

The various imbalances that have accompanied Japan's emergence from its 1981 recession (and which recently led the Economic Planning Agency to remark that the economy is in a state of "imperfect combustion") can be explained at least partly by factors outside Japan's control. These include the high level of U.S. interest rates which have made it hard for Japan to bring down its own rates to a level where industry

Japanese Industry

A modest recovery from recession brings with it worries about prospects for sustained growth. The paradox is that while exports are booming, recovery of demand inside Japan is taking time to materialise

can be explained by the fact that the second world oil shock, but electronics alone would certainly not have brought Japanese industries to where they are today. A development for the production of miniature bearings in the 1970s went hand in hand with the shift resolution to produce "mechatronics" products that combine advanced electronics with equally advanced engineering.

Since the advent of chip-driven calculators a range of Japanese industries which could never have come into existence, or at least never flourished without integrated circuits, has expanded enormously. The list now includes the numerically controlled machine tools which account for half the output of Japan's machine-tool industry, video tape recorders, and the Japanese word processors.

Integrated circuits represent the core of the second industrial revolution that Japan has been experiencing since shortly be-

fore the second world oil shock, but electronics alone would certainly not have brought Japanese industries to where they are today. A development for the production of miniature bearings in the 1970s went hand in hand with the shift resolution to produce "mechatronics" products that combine advanced electronics with equally advanced engineering.

The once mighty Japanese synthetic textiles industry is now also beating a slow retreat in the face of high energy costs, has turned itself into a pioneer in the development of new materials ranging from acrylic-based carbon fibres to artificial suede.

The final instance of structural change in the Japanese economy is the appearance of a new generation of service industries catering either to companies in traditional economic sectors that are in search of a way to cut overheads or to consumers

Japanese economy moving during the past few years while traditional pillars of the economic system have been crumbling.

But the new "soft" industries, as they have been called by government economists, have brought problems as well. According to the Finance Ministry which coined the term softomics in its book on the Japanese economy issued early this year, the new trend means, first and foremost, that the government has become seriously short of information about what is happening in the economy.

Service sector companies as well as many of the small high-technology companies, as the major users of robots and numerically controlled machines, tend to be small enough to avoid the attention of the Japanese tax authorities and they are unlikely to be invited to become members of the various industry associations through which Japanese economic ministries keep in touch with different sectors of the economy.

A further problem posed by the growth of the new soft sectors is that of statistical definitions. Japan's Industrial Production Index, which generally has been regarded as a key economic indicator, is based overwhelmingly on the product of the traditional "hard" industries. A new industrial production index which makes due allowance for soft sectors of the economy is seen as an

CONTINUED ON NEXT PAGE

CONTENTS

BUSINESS	
Investment	II
Trade	II
Acquisitions	IV
Leasing	IV
Credit cards	V
NEW TECHNOLOGIES	
Data base services	VI
Small computers	VI
Computer software	VII
Integrated circuits	VII
Telecommunications	VIII
Satellites	XII
Audio	XII
TRADITIONAL INDUSTRIES	
Car design: research in electronics	IX
Steel: victim of its own investment	VIII
Textiles: growth through diversifying	IX
Cement: Uncertainty as cartel expires	X
CONSUMERS	
Consumer services	X
Leisure	XI
Hotels	XI
<i>Editorial production: Michael Strutt; layout: Phil Hunt</i>	

Mitsui is bringing people closer together by sending some away.



Sending them some 7936 miles away. To the cities, factories, and people of Japan.

For the tenth year in a row, Mitsui have given eight selected British students the rare opportunity to get a first-hand look at what makes Japan tick.

Through this unique programme, called the "Mitsui Europe Student Programme," Mitsui are endeavouring to promote greater understanding between Japan and the United Kingdom.

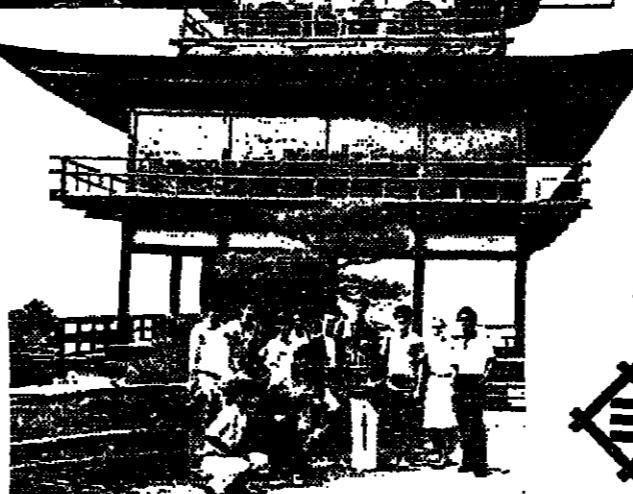
The length of the students' stay is approximately two weeks. During this time, they

sample many aspects of Japanese life. Everything from taking a traditional "sofuro" bath, to visiting the Kabuki Theatre, to sleeping on rush mats called "tatami."

But they also get a practical, hands-on look at Japanese companies. How they work. Management philosophy. And manufacturing techniques.

In addition, the students visit British companies operating in Japan, as well as the British Embassy.

The students are from many different backgrounds, and from many different universi-



MITSUI & CO., LTD.
Traders to the World.

sities. But regardless of where they're from, each student comes away with a deeper understanding of Japan, and with a greater appreciation of the relationship between the two countries.

As one student put it, "My trip to Japan was the experience of a lifetime. I have learnt a great deal about the country and its people, and have enjoyed myself immensely in their midst. I am sure that in my future career, I will be able to draw on the experiences gained during this trip, and use them to promote Anglo-Japanese friendship."

We couldn't have said it better. Because at Mitsui, we believe in bringing people together with products.

But we also believe in bringing people together with people.

At Mitsui & Co., international relations are important to us. We have over 200 offices in 87 countries, making us one of the world's largest trading companies. We help provide the vital link between supply and demand. For almost any product, or any project, Mitsui & Co. - over 100 years of international experience. Put it to work for you.

JAPANESE INDUSTRY II



Glyn Genia
Imported Mazda cars on a storage lot at Aurora, Illinois. Japan's export successes are still unsettling its trade balance.

Japan's paradox

CONTINUED FROM PAGE I

urgent necessity by the Ministry of Finance and is in fact the process of preparation.

The second point the Finance Ministry bureaucrats seem to want to stress about the way Japan's economy is likely to work in the era of "softnomics" is that private investment and public works spending by the government will play a less prominent role in determining economic growth rate than has been the case in the past.

Service industries—despite the predominance in the overall investment league table—require a relatively small amount of capital to produce a given amount of output. Even the new high-technology industries that are based on integrated circuits tend to cost less to equip than steel mills and shipyards.

A corollary of this trend is that investment in high-technology sectors is likely to have to be renewed more frequently than in the old materials-intensive industries, but this merely means, says the Ministry, that investment cycles will be more stable than the past.

The broad conclusion that the Ministry seems to be drawing from its studies of the "softnomics" of Japan's economy is that there may be less the government can do in

future to influence economic trends as well as less chance of things getting badly out of control.

However, Ministry economists would seem to have either overlooked or deliberately played down one crucial consequence of softnomisation—or rather of the enormously increased added value that Japan is likely to apply over the next few years to its raw material imports.

This is the point that the country's need for such imports will tend to grow much more slowly than the growth of the economy and much more slowly than Japan's capacity to export.

Flagging demand for imports of primary produce has been a factor in 1983 in the emergence of a surplus which threatens to pass well beyond Y30bn (\$125m) and which may invite severe criticism from Japan's trade partners, but the trend could become worse over the next few years according to many forecasts, with the surplus reaching as much as Y60bn by 1985.

The officials in the Finance Ministry who have been amusing themselves during the past year by elaborating theories of softnomics, may soon have to tackle a much more urgent task—that of finding ways to increase Japan's imports of manufactured goods and food products.

Trade

ROBERT COTTRELL

JAPAN IS grappling this year with a problem which many less favoured countries would be happy to share—a swelling trade surplus, likely to exceed US\$30bn. The imbalance produces friction abroad, and embarrassment at home.

When in November, Japan posted its US\$2.02bn trade surplus for October, Prime Minister Mr Yasuhiro Nakasone issued a statement saying:

"It is indispensable for Japan to contribute to the development of the world economy by increasing the imports of manufactured goods from other countries."

Mr Nakasone's comments reflect Japan's recognition that, as the second-largest economy in the non-Communist world, it has a key role to play in maintaining the healthy world trade on which its own prosperity depends. But Japan's concern is not only about the global trading climate. Successes in specific export sectors have brought about equally specific protectionist retaliation from imports.

Earlier this year, France decided that all its imports of video cassette recorders had to be processed through a small provincial customs post. The U.S. is cossetting what remains of its domestic motorcycle manufacturing capacity by imposing high taxes on imports.

For most industrial countries, Japan's trade surplus is even more unfavourable than the bare figure suggests. Virtually all of Japan's exports are manufactured goods. But most of its imports are raw materials, including oil.

Japan just does not seem to want what most foreign manufacturers have to offer. It is not a matter of tariffs: Japan's tariffs on manufactured goods are, on average, lower than those of most industrialised countries.

The extent and strength of "non-tariff barriers"—requirements and procedures which are difficult for foreign manufacturers to fulfill—are a matter of dispute, but are declining. The Japanese Government produces attractive brochures explaining why the Japanese market is wide open to exports. Toyota Motor Corp. produces a

handbook specifically to assist foreign suppliers to sell to it. Japan is now liberalising its way out of the years in which it deliberately protected its markets in order to develop a domestic manufacturing capacity sufficiently large and efficient to meet local needs and compete internationally. The original policy appears to have succeeded too well.

Japanese consumers like Japanese products so much that, even with the barriers coming down, foreign products have a hard time getting a market foothold.

In the "sunrise" high technology industries, Japan may lag behind the U.S. in research and development, but scores in the market-place by virtue of its mass-production.

In traditional heavy industry sectors such as steel and shipbuilding, Japan's high productivity makes it best-placed among industrialised nations to compete with the cost-cutting of developing countries.

Awkward

Japan's strong trading position has become particularly awkward during the last two years as the world has climbed steadily out of recession. While Japan's domestic demand has remained relatively weak, its exports have gone streaking ahead, and its import bills have been held down by a weaker oil price.

Some U.S. lobbies have been to the fore in accusing the Japanese Government of maintaining a "cheap yen" policy to stimulate imports.

Some steady strengthening of the yen is expected over the next year, but most analysts believe the exceptional currency to be the U.S. dollar, kept artificially strong by U.S. Government borrowing to fuel its budget deficit.

A dearer yen could help Japan's trade balance back into line. The Government's economic planning agency estimates that each 10% depreciation against the U.S. dollar imports by US\$20bn in the first year and US\$23bn in the second.

Moving towards a redressal of Japan's trade balance, even with the explicit encouragement of the Japanese Government, is likely to be a painstakingly slow business. Companies may be willing to accept the desirability of imposing more consumer goods, but are hardly likely to translate that acceptability into practice unless consumers, too,

develop a greater enthusiasm for foreign goods. And companies may be willing to import more capital goods. But capital goods are failing as a proportion of Japan's imports as the economy outgrows its older, heavier industries.

Agricultural imports are a sector which Japan does protect with stiff tariff barriers. Here the problem is more political than economic. The farm vote is important to Japanese politicians. And farmers argue that, in any case, more imports of food would make a relatively small impact on the overall trade picture.

For the current year, the Japanese Government has responded to its booming trade surplus with a package of measures designed, not to curb exports, but to promote imports and stimulate domestic demand.

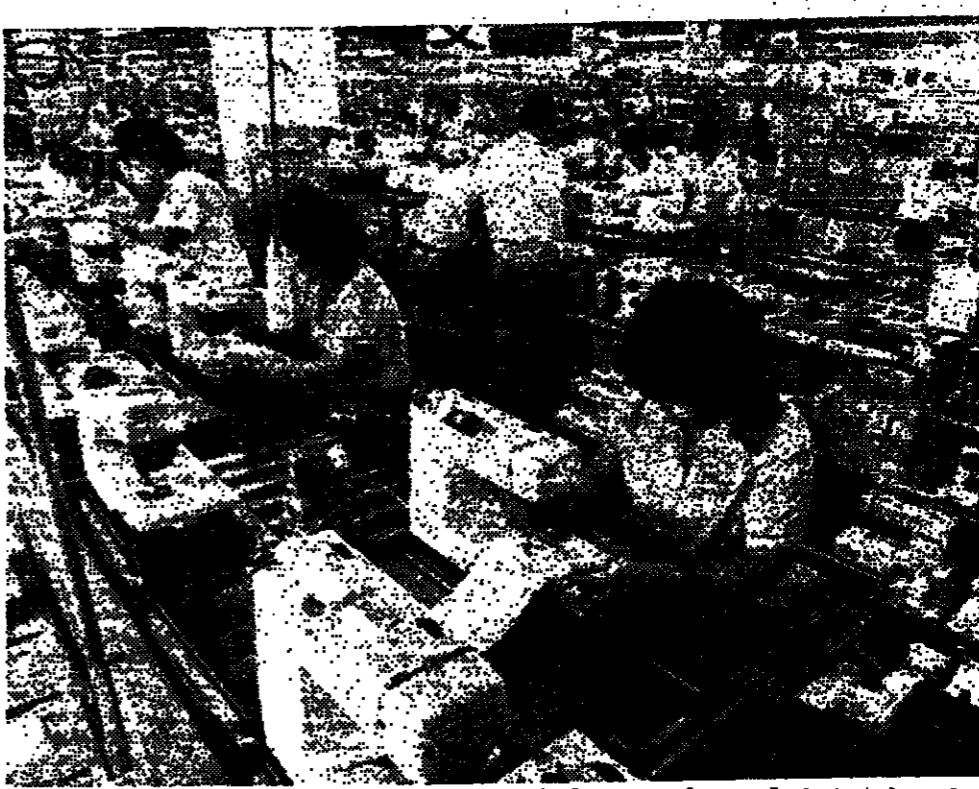
According to Mr Nakasone, announcing the package on October 21, the measures "represent a maximum that can be taken under the severe fiscal constraints we face at present."

Mr Susumu Uno, Minister of International Trade and Industry, said that the "most important priorities that Japan should place on economic policies are economic stimulation through the expansion of domestic demand and further opening of the Japanese market, coupled with import promotion, aimed at expanded, balanced growth of international trade."

The heart of the package comprises the following measures for stimulating the domestic economy:

- Public capital spending to be boosted to the Y1.880bn programme targeted mainly at disaster relief.
- Direct taxes to be cut by Y1,000bn in the next fiscal year.
- Improved provisions for urban redevelopment and housing production.

- Private sector investment in energy-related plant and equipment to be encouraged, assisted by a higher lending ceiling from the Development Bank of Japan.
- Power supply industry to be encouraged to spend an extra Y20bn buying and renovating plant.



Japan's efficiency in mass-production makes it difficult for foreign products to gain a foothold. Here sewing machines are being finished at the Brothers factory.

• Cheaper loans to small firms from government credit institutions.

To assist imports, the Government also made these proposals:

- Some tariffs to be reduced, including those on scents, electronic cash registers, juke.
- Standards and certification procedures to be made clearer.
- Export-Import Bank of Japan to offer cheap loans to finance imports.

- The Government to strengthen efforts to eliminate discrimination in its procurement policies, and to urge the same attitude on local government bodies.
- Distribution systems for imported goods—particularly tobacco—to be improved: import promotional missions to be despatched to foreign countries.

- Power supply industry to be encouraged to spend an extra Y20bn buying and renovating plant.

Some of these points were developed further in a November meeting between Mr Nakasone and during the visit of U.S. President Ronald Reagan.

whose major theme was the yen/dollar exchange rate. Mr Reagan, for his part said America would try to keep public spending down—an intent which, if put into practice, should help moderate the dollar's strength.

Issues such as the yen/dollar exchange rate are quantifiable and analysable. More difficult

is the vast gulf of non-communication between Japanese officials, who believe that their markets are effectively open, and overseas manufacturers, who believe that Japan's markets are effectively shut by procedural or attitudinal barriers.

There is probably some truth

in the contention that foreign businessmen, having in the past taken a justifiably fatalistic view of penetrating Japan, are failing now to appreciate how much more liberal Japanese official attitudes have become.

Levels held down by sluggish demand and high interest rates

Investment

JUREK MARTIN

IT IS SOMETIMES said of the Japanese that they are poor at anticipating problems but unsurpassed at overcoming them once they become manifest. Evidence supporting the cliché includes Japan's successful adaptation to the first oil crisis, for which the country was totally unprepared, and the orderly nationalisation of suddenly unprofitable industries such as aluminium and, more recently, petrochemicals.

Viewed from a macroeconomic level, it is evident that the current principal, even if relative, weakness in the national economy lies in sluggish domestic demand. Hand in glove with this, capital investment, the driving force of the economy during its great expansion from 1955-73, and still a positive factor in the more reduced years since then, has become more of a neutral element recently.

Deterrent

There have been specific recent factors holding down the gross level of capital investment—high real interest rates, a genuine deterrent to small and medium-sized companies, the running down of excess inventories, a process now largely completed, and lower corporate profits.

With the government's fiscal hands tied by soaring budgetary deficits and domestic monetary policy constrained by the need to protect the yen against high American interest rates, the private sector has received little, if any, official help to get its investment ball rolling again.

What is interesting on this occasion, however, is that the sluggishness of investment does not appear to be a cause of much more than ritualistic concern in Japan. The main reason for this can be ascribed to a general appreciation in both government and industry that investment patterns have changed and will continue to change further as the economy itself evolves from an industrial powerhouse to a more diversified machine geared to the production of technological goods and services.

Put more simply, a steel mill, which, even in Japan, might be expected to have a useful life span of a generation or more, has a different investment requirement and a life span line than a much smaller less energy-intensive facility turning out integrated circuits. Such a plant, the Industrial Bank of Japan observed in a report

earlier this year, already has a lifespan down to four years or less, and, in some instances, is probably no longer than two years.

In the first quarter of the present financial year, which began in April, total investment in the services sector was running at an annual rate very close to that of the four main industrial sectors (steel, chemicals, cars, and electric power) combined—and in the case of steel, chemicals and electric power major investment cycles were still running their course.

At the same time the overall flatness in gross investment masks considerable sectoral variation, as the Organisation for Economic Co-operation and Development pointed out in its latest survey on Japan. Productive capacity in the older manufacturing industries rose by just 2.2 per cent in 1982, having risen by only two per cent in the year before in the machinery sector, with its high component of technological innovation, the respective advances were 5.1 per cent in 1982 and 9.2 per cent in 1981.

Another measurement, employment levels, also demonstrates the expansion of both the electrical machinery and services sectors. Although total employment in the Japanese economy rose by 1 per cent, these two sectors recorded advances of 4.1 and 3.6 per cent respectively in 1982, no other individual sector registered an increase of as much as 2 per cent, while overall employment in the secondary sector (mining, manufacturing and construction) actually fell last year for the first time since 1975.

It is obviously much more difficult for the Japanese government to direct closely the investment in and development of a more diversified service-oriented economy than one dominated by a handful of major industries. However, in contrast with the presumption of the first sentence of this article, it is evident that the government intends at the very least to keep abreast of the changing economic patterns.

Thus, earlier this year, the Economic Planning Agency produced its comprehensive "Japan in the Year 2000" study, which viewed with equanimity the continuing growth of the services and high-technology machinery sectors, whose annual growth rates between now and the end of the century are put at over six and four per cent respectively.

In a separate report, its annual review for fiscal 1983, the EPA states flatly that it believes that a service-intensive economy does not lead to lower productivity or stagflation, but rather acts as a stabilising force in the economy. It even notes,

Outlook for the Industrial Structure

Industry	Real gross domestic product at 1975 prices			Average annual increase rate (in trillion yen, %)	1975-1980 1980-2000
	1970	1980	2000		
Primary industry	7.1	7.1	8.2	0.0	1.3
	(6.1)	(3.7)	(2.1)		
Secondary industry	26.3	32.1	19.2	5.9	4.5
	(39.7)	(32.3)	(46.1)		
Mining and manufacturing	35.7	67.4	170.3	6.6	4.8
	(38.9)	(34.7)	(31.7)		
Chemicals	7.5	11.7	15.7	3.6	1.7
	(6.4)	(5.5)	(3.5)		
Primary metals	2.4	2.3	2.2	7.8	1.2
	(3.0)	(2.7)	(2.1)		
Machinery	13.2	32.7	124.1	9.8	6.1
	(11.3)	(17.4)	(28.9)		
Others	11.6	15.8	22.6	3.1	1.8
	(9.9)	(8.1)	(5.3)		
Construction	10.7	14.7	27.3	3.2	3.2
	(9.1)	(7.6)	(6.4)		
Tertiary industry	62.4	104.8	222.5	5.2	3.8
	(64.3)	(56.0)	(51.8)		
Electricity, gas, water	2.6	3.8	5.7	3.9	2.0
	(2.2)	(2.0)	(1.3)		
Finance, insurance, real estate	13.6	27.7	55.0	7.4	2.8
	(11.6)	(14.3)	(13.5)		
Transportation, communication	7.1	11.3	18.0	4.8	2.3
	(6.1)	(5.8)	(4.2)		
Services, etc.	42.6	62.2	140.9	4.5	4.2
	(34.4)	(32.9)	(32.8)		
Total	116.3	194.1	438.4	5.2	4.1
Statistical errors	1.9	5.3			
Gross domestic product	117.8	183.8	439.0	4.8	4.2
Chain growth rate				5.0	4.0

Source: OECD.

but, since services do not require investment, investment is more likely to be tailored to real demand and not tied up in unprofitable stocks.

In any case the EPA states it expects the expanding service sector to have a high technological, knowledge-intensive input and thus be more likely to enhance productivity when depress it.

Uncertainty

There is probably more room for debate, and uncertainty, in the evolution of the electronics and electrical machinery sectors, largely because of the intense competition that already exists and the extraordinary rapid pace of technological innovation. The Industrial Bank of Japan, for example, has calculated that, in the integrated circuits field, the scale of investment in research and development and plant and equipment now accounts for more than 30 per cent of total sales.

THE NIKKO PERSPECTIVE

ON HOW

The Japanese Financial System is Changing

Michiya Matsukawa, former Vice-Minister of Finance for International Affairs and present Chairman of the Institute, The Nikko Research Center, Ltd., provides a perspective on changes taking place in Japan's financial system.

RECENTLY there has been criticism from both within Japan and abroad that the Japanese financial system has not adapted to suit the current social and economic environment. What is your personal viewpoint?

Matsukawa: My own analysis of the situation starts from the pace of economic change in Japan. Overall economic development has been extremely rapid in the period since the end of the Pacific War, implying that most sectors of the economy have responded reasonably well to economic growth and the changing international environment. Unfortunately, the financial services industry has been one of the slowest.

There are several reasons why the financial structure has fossilized and become dated—reasons that have close parallels in other industrialized nations. The first has been an overwhelming concern by investors with safety of principal with little regard for reasonable returns. This encourages perpetuation of the status quo and the inefficiencies that go with it. A second reason has been the separation of the banking and securities businesses as modeled on the Glass-Steagall Act in the United States. This has perpetuated an artificial segmentation of the financial services industry. Those arguing to maintain the existing financial structure start from the basic tenet that the small must be protected, both the small savers and the small institutions that have traditionally served them.

But reality is making this policy increasingly untenable. Just looking briefly at the historical process, there have been several interesting trends. Before the war the postal savings system was there to serve those with small deposits and to ensure that they had liquidity. The rich, though small in number, speculated in the futures of silk and beans. Later on, these same investors moved into the stock market. Thus we saw the beginning of a healthy financial system that offered various combinations of risk and return.

The war turned back the evolutionary clock to a point where the predominant concern was security of principal and liquidity. But economic development accelerated, and the level of personal financial assets has grown to the point where, on a per capita basis, it is among the highest in the world. In the process, demand for liquidity declined, and the sensitivity of investors to yields rose. This trend has been very apparent since the late 1960s.

SO WHY hasn't the financial system responded to this trend? And are there any factors that are forcing it to respond?

Matsukawa: It has responded, but at a very slow pace. At each step of the way the grandfather clauses—whether implicit in the conventions of the financial system or explicit in legislation—have forestalled changes and perpetuated such aspects of the financial system as the structure of the banking system and the mechanism for determining interest rates. And the spectre of

past failures of financial institutions is all too fresh in the minds of many and all too conveniently used to argue against reform, since drastic changes could imply potentially disruptive forces.

But right now the pressures for change are strong. I have already mentioned the growing volume of household financial assets and their search for higher yields. At present these assets total ¥430 trillion. A related pressure has been the sizable volume of national government bonds outstanding—currently ¥100 trillion—and their weakness in the secondary market. A third important trend has been the internationalization of funds flows since the 1950s. This particular trend is forcing Japan to discard its unique system of accounting and other financial conventions.

ONE LINE of argument states that the monetary authorities are the brake that has slowed down changes in the financial system. With your experience in both the public and private sectors, what is your analysis of this argument?

Matsukawa: It is easy to place the blame on government, but I don't think it is appropriate in this case. There are no legal barriers to the type of changes for which I and many others are calling. The barriers are the strictures of past convention, whether it is the determination of interest rates, the composition of the syndicate for underwriting government bonds, access to membership in the stock exchange, the ability to acquire other financial institutions or the opportunity to move into the trust business.

Just to comment further on a couple of these issues, take the call for interest rate liberalization. The only legal restriction is the upper rate that can be offered on deposits; yet monetary authorities find themselves in a position of having to mediate among various types of financial institutions with conflicting interests in order to keep an eye on the health of the whole financial system and, at the same time, to encourage change. Thus the possibility of absurd situations, such as when the yields on government bonds have been higher than those on corporate bonds.

Another area is the trust business, which has been legally separated from banking operations. With pension fund assets growing at roughly 20 percent a year, many financial institutions have been anxious to join the trust banks and life insurance companies in managing these assets. Recently when a foreign bank sought a license for these activities, there was strong protest from the Japanese commercial banks, since they felt they had been waiting in line for years for the same privilege.

ADMITTEDLY the process of achieving a consensus is long and involved in any country, but what course do you expect this process to take in Japan?

Matsukawa: I think the course of change has been quite transparent. The easiest changes are made in those areas where there are no serious conflicts of interest. A good example is the development of a money market with the bond repurchase agreements, certificates of deposit and other instruments in what I think can be called a relatively short period of time, although I am sure many of my



friends in the international banking community were hoping it would even be shorter. And I am sure we will see progress on such issues as the bidding system on treasury bills and bankers acceptances.

THERE has been serious discussion recently of setting up an offshore market in Tokyo. What is your opinion?

Matsukawa: Basically I am reluctant, but for reasons that differ from those officials in the Bank of Japan who see an environment in which it would be harder to control the money supply or those in the Ministry of Finance who are worried about tax evasion. Very simply I believe that isolating the domestic market from an offshore banking center would further retard the pace of change in the Japanese financial system and even work to fossilize the current structure. It should definitely not be a top priority.

WHAT then are the top priorities in your own agenda for reform of the financial system?

Matsukawa: The top priorities are the liberalization of interest rates—freeing them from the traditional hierarchy of fixed relationships—and the development of new financial products. For a securities firm such as Nikko this means competing in segments traditionally considered the domain of the banks. I would also like to see the trust business opened up to more participants. In the banking area I think the banks should be allowed more tax-exempt reserves to reflect the increasing risks that they are incurring in international lending.

FINALLY could you comment on the impact of foreign exchange markets on the management of the domestic financial system?

Matsukawa: The issue of domestic interest rates as it relates to movements of the yen is an extremely complex one. Until two or three years ago, the movements of the yen closely followed changes in economic fundamentals. Then, with the increasing liberalization of capital flows into and out of Japan, interest rate differentials and the resulting arbitrage activities have had a growing impact on exchange rates. But most recently, currency futures markets such as the International Money Market have added a new dimension to the foreign exchange market. Thus, apart from the settlements for goods and services or the transactions of the arbitrageur that involve the flow of funds across national boundaries, purely speculative money games and the expectations of investors are determining short-term directions in foreign exchange markets. It is just like the speculation in such commodities as silk and beans that I mentioned earlier: no one really intends to take delivery.

Needless to say, such a market defies government intervention. In fact, attempts at intervention can have an adverse psychological impact on the market. That is one reason why I have been against the proposed issuance of bonds in the United States by the Japanese government. You can't make water flow uphill, and it is just as hard to stem the flow of capital out of a country with high savings.

Therefore I believe that a move in the direction of further liberalization is desirable because it makes foreign exchange trends more predictable and thus exchange rates less volatile.

Nikko Securities

Shin Tokyo Building, 3-1, Marunouchi 3-chome, Chiyoda-ku, Tokyo 100, Japan

London, Zurich, Geneva, Frankfurt, Luxembourg, Paris, Bahrain, New York, San Francisco, Los Angeles, Toronto, Hong Kong, Singapore, Sydney, Seoul

10 million-t power pack.

That's the "K" Line Power Pack. An unbeatable combination afloat and ashore. Serving your marketing needs better. The power of the 10,000,000-ton "K" Line fleet of 200 ultramodern ships carrying cargoes of all kinds.

Worldwide. Safe and sound and on time.

The power of superbly equipped shore facilities, fully computerized operations and traditionally dedicated people. The power of priceless experience gained in over 60 years of world shipping operations. And more. Much more.

Combined in the unbeatable "K" Line Power Pack. Always at work for you. Taking whatever you have whenever and wherever you want it to go. Better.

We turn needs into realities

• Containerships • Heavy lifters • Specialized carriers • Car carriers • Tankers • Tramps

General Agent in U.K. and continent: Kawasaki (London) Ltd., London Phone 01-588-8221

K LINE
KAWASAKI KISEN KAISHA LTD.

Top Drawer. The Nihon Keizai Shimbun: Top choice among Japan's top earners.

Of all the facts on Japan's four leading newspapers, one fact dominates: *The Nihon Keizai Shimbun* has demonstrated the highest readership among Japan's highest-paid people — decision makers and opinion leaders earning over ¥10 million (US\$40,000). A recent survey of over 5,000 of these top earners revealed that 91.6 percent of them read *The Nihon Keizai Shimbun*.

And no wonder. *The Nihon Keizai Shimbun* is more than just the leading financial newspaper in Japan. It's the nation's total economic system — the single most reliable source of Japanese economic information.

Financial newspapers, newsletters, magazines and other publications — *The Nihon Keizai Shimbun* publishes all of these. As well, it provides a Data Bank Service that logs financial information down to the minute details, and sponsors nationwide broadcasting. In short, *The Nihon Keizai Shimbun* covers everything financial, with every possible type of modern media. For corporate, investment, and consumer advertising directed at Japan's elite, choose the elite medium: *The Nihon Keizai Shimbun*. It's emphatically the head of the class.

The Nihon Keizai Shimbun

Head Office: 1-9 Otemachi, Chiyoda-ku, Tokyo 100, Japan Tel: 03-270-0251 Telex: 722308 NIKKEI Cable: NIKONKEIZAI TOKYO

Great Britain Publicis Limited, 535-537 Fulham Road, London SW6 1HF, England Telephone: 01-732-8722 Telex: 91923 PUBLISN Netherlands Publicis B.V., Mariahoeve 414, 1062 GS Amsterdam Telephone: 020-787395
1950 Bruxelles Telephone: 02-549-8130 New York Telephone: 212-750-1000
General Manager: James D. Doherty, International Advertising Services GmbH, 6000 Frankfurter Ring 11, 6000 Frankfurt 1, West Germany, Telephone: 0611-745-40-748150 Telex: 041-902 DUNES Switzerland, Zürich, AG, Wirtschaftsstrasse 14, CH-8051 Basel Telephone: 061-236-75 Telex: 63327 PUEL France Publicis S.A., 26 Avenue du Maréchal Foch, 75116 Paris Telephone: 01-3067 MEDO B Italy Publicis, Via S. 2, 20149 Milan Telephone: 02-50000000 Telex: 01-3067 MEDO B Spain Publicis, 23-25 Calle de Alcalá, 28010 Madrid Telephone: 91-500-0000 Telex: 620000 PUBLIS M. Suisse S.A., Avenue des Champs Elysées 8-34, 1205 Geneva 1, Switzerland Telephone: 41-21-523589 Telex: 1253 OMVLA Sweden Stockholm Telephone: 08-125000 Telex: 17-100

For detailed media information, fill in this coupon and send it to: International Advertising Dept., Advertising Bureau, Nihon Keizai Shimbun, Inc. 1-9-5, Otemachi, Chiyoda-ku, Tokyo 100
Name: _____
Position: _____
Company: _____
Address: _____

JAPANESE INDUSTRY IV

Slow thaw in resistance to foreign takeovers

Acquisitions

ROBERT COTTRELL

TWO MAJOR deals in the last 15 months have quickened overseas hopes that the Japanese corporate community may now be more receptive to acquisitions by foreign investors.

The deals, involving the British gasmaker BOC International and the US drug manufacturer Merck & Co. Company, break new ground for foreign acquisition in Japan. But at the same time, the painstaking preparation which went into both deals serves to show just how cautiously a foreign company must still proceed if such transactions are to go smoothly.

In autumn last year, BOC International invested £30m (£43.5m) in convertible bonds and a European depository receipt issue which, when fully converted, would give it a 42.5 per cent equity stake in the Osaka Sanso, Japan's third-largest industrial gasmaker, and the market leader in the Kansai region. BOC was the first British company to acquire a major stake in a company quoted in the first section of the Tokyo Stock Exchange. While the stake is not a majority, analysts regard it as giving BOC effective control of Osaka Sanso.

Majority stakes

Merck's investment saw the company spend over \$350m on acquiring majority stakes in two Japanese drug companies, Banyu Pharmaceutical and Torii Pharmaceutical. Banyu is the larger of the two, costing Merck some \$332m for its 50.08 per cent stake, most of which was bought in August 1982. Torii was bought in two tranches: 30.03 per cent for \$3m in February 1982, and a further 20.5 per cent for \$8m in February 1983, and a further 20.5 per cent for \$1m in August 1983.

The transactions saw Merck become the first foreign company to acquire majority control of a first-section quoted company, and the first to control two Japanese-quoted companies. It also put Merck up into the first rank of the Japanese pharmaceutical industry, with an estimated 4 to 5 per cent share of the country's \$10bn annual market. Banyu and Torii product ranges — led by antibiotics — lagged the technology of industry leaders by several years. But importantly for Merck, both companies had trained sales forces, and direct access to a wide range of Japanese wholesalers.

With foreign-owned companies accounting for only about 3 per cent of Japan's sales, the country ought to provide some attractive prospects for would-be entrants. There are rare examples of large overseas companies holding minority but influential stakes in major Japanese manufacturers — such as General Motors and Chrysler Corporation's stakes in Isuzu. The transactions saw Merck become the first foreign company to acquire majority control of a first-section quoted company, and the first to control two Japanese-quoted companies. It also put Merck up into the first rank of the Japanese pharmaceutical industry, with an estimated 4 to 5 per cent share of the country's \$10bn annual market. Banyu and Torii product ranges — led by antibiotics — lagged the technology of industry leaders by several years. But importantly for Merck, both companies had trained sales forces, and direct access to a wide range of Japanese wholesalers.

With foreign-owned companies accounting for only about 3 per cent of Japan's sales, the country ought to provide some attractive prospects for would-be entrants. There are rare examples of large overseas companies holding minority but influential stakes in major Japanese manufacturers — such as General Motors and Chrysler Corporation's stakes in Isuzu.

Both deals were satisfied

mainly through the issuing of new bonds and shares, obviating the need for any hitherto-controlling shareholders to sell out. Neither deal was followed by a sweeping-out of discredited management or cor-



A branch of McDonald's in Tokyo. Joint ventures between foreign investors and Japanese are common but the Japanese are reluctant to sell companies to foreign groups because of their view that companies are people rather than balance sheets.

Motors and Mitsubishi Motors Corporation.

Some foreign companies have set up successful wholly-owned subsidiaries in Japan. The largest, such as IBM and Nestle, are also among the oldest; both were operating in Japan before the Second World War.

More common are joint ventures between foreign investors and Japanese partners — such as those entered into by Xerox and McDonalds. However, several joint ventures have founders for two main reasons: either the foreign partner was anxious to take full control of the operation once it had been established — or the Japanese partner

found its own overseas expansion constrained by the terms of its agreement with its foreign joint-venture partner in Japan.

For foreign investors wanting to acquire significant or controlling stakes in Japanese quoted companies, a major breakthrough came in 1980 with the abolition of an official 25 per cent upper limit on foreign ownership of Japanese companies.

Such a legal move could not in itself also abolish Japanese reluctance to sell companies to foreigners; or indeed reluctance to treat corporations and shareholdings as assets which might easily be traded for capital gains. But it did open the door to opportunities where obvious mutual benefit — and the experience of BOC and Merck — give some pointers as to what opportunities can be created.

Counterparts

The BOC and Merck deals have a number of points in common which differentiate them from the classic "take-over" patterns of London or New York. Both foreign companies had enjoyed successful joint ventures with their Japanese counterparts before taking equity stakes.

Both deals were satisfied mainly through the issuing of new bonds and shares, obviating the need for any hitherto-controlling shareholders to sell out. Neither deal was followed by a sweeping-out of discredited management or cor-

porate strategies. Instead, the emphasis was on the extent to which the Japanese companies would be able to grow further with access to the technology and products of the foreign parent or associate.

Three years before moving into its equity association with Osaka Sanso, BOC International had decided that it wanted a bigger and more direct presence in Japan's industrial gas market.

In particular, it saw strong growth potential for specialist industrial gases if foreign technology could be matched to Japanese knowledge of the likely markets in such fields as electronics and steelmaking.

Manufacturing joint ventures with both Osaka Sanso and with the market-leader Nippon Sanso led BOC to conclude that Osaka Sanso would be a more positive counterpart for a closer equity tie. In exchange for a major shareholding, BOC would offer its new arm access to almost all of its industrial gas technology, including specialist electronics-related gases likely to be of particular importance in Japan.

Merck, too, preceeded its approach with several years' germination. Mr Bryan Wright, President of Merck's Japanese subsidiary, says the seeds of the Banyu deal were sown in 1976-77 when Merck took a long-term view of the Japanese market. It saw Japan as a high-technology, highly educated country, producing in future years some of the most advanced pharmaceutical products of its own. It saw stricter government new-product regulations, shaking-out smaller companies and the orientation towards research leading to larger Japanese manufacturers to internationalise.

Merck also felt that, from its own point of view, if it wanted to be a truly multi-national company it needed a larger presence in the Japanese market — where, though an industry leader in world terms (1982 sales \$3bn), it ranked only 32nd or 33rd. Mr Wright says:

The natural base on which Merck started to build its larger presence in Japan was NMB (Nippon Merck-Banyu), the joint venture which it had operated with Banyu for 30

years. Merck and Banyu officers worked to acquire a more thorough knowledge of one another's corporate structure. In February 1982, a tie went into the water with Merck's purchase of 4.99 per cent of Banyu's shares, and Banyu's purchase of 0.3 per cent of Merck's.

In March 1983, merchant bankers S. G. Warburg, who had also advised BOC, moved in to advise Merck. "They came to the conclusion," says Mr Wright, "that it was technically possible to do."

Speculative

Merck had also bought its 30.03 per cent stake in Torii in February 1982, when that company was strapped for cash. Merck's move on Banyu started Torii's shares rising on speculative hopes, and Merck had to make a rapid decision as to whether it wanted to consolidate Torii or not. It decided to go ahead, and spent \$1m on buying a further 20.5 per cent of Torii, mostly in newly-issued stock.

Mr Wright suggests several factors which smoothed the way for Merck. Most important was the gradual getting-to-know you approach. "Any company that tries to move aggressively (in Japan)" says Mr Wright, "is going to face trouble." Merck's approach came at a time when Japan was emphasising the openness of its economy, and Merck took a "Japanese" view of Banyu, seeing it as a corporation of people rather than as a balance sheet to be bought and sold.

If BOC and Merck were able to make a successful equity investment because there had appropriate technological gains to offer, the way is far from open for corporate acquisition in Japan on an opportunistic or predatory basis. "You have got to offer a Japanese company much more than just money," says one analyst. Japanese companies would themselves fight shy of a contested takeover. The idea of a foreigner trying such a thing would be unthinkable. It is a country, after all, in which the word for "take-over" also means "hijack".

LEASING: Robert Cottrell profiles Orient, a company at the heart of the business

Competition in a growing market

ORIENT LEASING company and the Japanese leasing industry have grown up with one another. In 1964, the newly-founded Orient was one of only three leasing companies in the country. Today, membership of the Japanese Leasing Association approaches the 200 mark, with Orient its largest member. In recent years, Orient's share of Japan's leasing market has hovered around the 10 per cent level.

For Japan's leasing sector as a whole, new contracts (measured by amounts receivable) totalled Y2.326bn (£1.6bn) in the year to March 1983, up from Y1.933bn a year earlier, and more than double the Y1.057bn seen in 1978-79. Leasing contracts in 1982-83 (measured on a purchase "yes" to new customer year) were 4.86 per cent of private capital investment in Japan that year. Up from 3.67 per cent in 1981-82, and 3 per cent in 1980-81.

Measured by its proportion of national capital expenditure, Japan's leasing industry is relatively small. Levels of 10 to 15 per cent are seen in the U.S. and some European countries. Mr. Kanai Salmamoto, a managing director of Orient Leasing, believes that the value of new leasing contracts could triple in the next five years or so, if Japan's economy as a whole continues to show real growth.

While the market may be growing, so is the competition among smaller companies to win a larger share of it. Increased competition is shown in a variety of ways. Leasing companies are driving down their own margins to wafer-thin levels, sometimes by offering leases at prices reflecting the

cost of cheaper short-term funds, even though the lease is generally a long-term contract. Though Japan's interest rates are stable by world standards, the lessor's financial risk is increased.

As more customers seek leasing facilities, the leasing companies may be inclined to slacken credit standards, particularly for newer, smaller clients. Banks in Japan tend to make long and detailed loans to new customers before extending loans to new customers. Leasing companies pride themselves on being able to make quick decisions, based on the profitability in operation of the piece of equipment for which leasing is proposed. Competitive pressure to give a quick "yes" to new customer may increase a leasing company's credit risk.

Orient's size and established client-base are important competitive edges in such a market. Orient can seek out the cheapest possible funds by tapping not just domestic banks, but also international capital markets. In 1973, it was the first Japanese company to issue Asia-dollar bonds. In 1980, it issued convertible bonds in the London market.

Another important factor is the suitability for leasing of equipment which, by virtue of technological advances, may rapidly become obsolete. This consideration is reflected in the high proportion of Japanese leasing contracts associated with office automation equipment. Such equipment accounted for almost 41 per cent of new leasing contracts in the year ended March 1983, including 29 per cent attributable to data processing equipment.

Industrial and machine tool contracts accounted for a combined 24 per cent — such that

the office and industrial sector together account for over three-quarters of all Japanese leasing contracts in 1982-83.

Orient's own leasing activities have spread, over the last decade, far beyond the domestic market. In 1971 it opened its subsidiary, Orient Leasing (Asia), in Hong Kong. It now has wholly-owned subsidiaries in London and New York, and joint ventures from Peking to São Paulo.

Its "big-ticket" contracts include cross-border ship and aircraft business, the latter encouraged by Japanese Government initiatives in 1978-79 to utilise the country's surplus holdings in US dollars. Orient offers "shogun" (Yen-denominated) and "Samurai" (US dollar-denominated) aircraft leases.

Shogun leases have been particularly popular in recent years among airlines which had a significant Yen-denominated income stream and were keen to profit from lower yen interest rates. However, lower interest rates, however, continue on next page.

DATASEARCH

The specialists in Japanese business information.

SEARCH • PROFILES • RESEARCH
UK • EUROPE • USA • FAR EAST

Tel: 0225 60526
DataSearch Business Information
11 Kingsmead Square, Bath BA1 2AB

JAPANESE INDUSTRY V

Sudden change-over from the old cash society

Credit cards

YOKO SHIBATA

A YOUNG JAPANESE man was detained by officials at Heathrow Airport. He was a suspect, not because of his appearance, but because he carried a bulging wad of notes totalling \$10,000 with his passport. But there was a simple explanation: like most young Japanese, he had saved hard for his trip—by working for three years as a waiter and had taken the money with him in cash.

Eighty per cent of the money spent abroad by Japanese travellers is taken from Japan this way, with the rest made up in the form of travellers' cheques and credit cards. Japan is still very much a cash-oriented society, which often surprises Western visitors. A traditional reluctance to be in debt, combined with the safety of Japanese society, has made the Japanese shun credit cards.

However, the post-war generation which now comprises more than half of the Japanese population, buys on credit and the number of Japanese credit cardholders has increased exponentially—from 1.8m in 1970 to 4.8m by end of March 1983.

Still only one in four of Japanese consumers is a credit card holder, a far cry from the situation in the U.S. where four or five credit cards are held by one person. Thus, from any point of view, Japan's credit card market is bound to grow. There is fierce and growing competition for credit card customers among a wide variety of businesses—credit sales organisations, commercial banks, and retailers, as well as newcomers like regional banks, credit associations, labour credit associations, the Japan Travel Bureau and cosmetic companies.

Last year, Nippon Shifpan, Japan's largest consumer credit company topped the list for the number of credit cards issued, totalling 5.6m cards, including 2.4m cards under its own name, and 3.2m issued under the

brand name of its affiliated retailers, such as Isetan department stores and Daiei supermarket. It was followed by an instalment sales company which had 5.3m house cardholders.

The commercial banks are also active in the credit card boom. However, they had been barred from engaging in credit card business until the Banking Law was changed in April last year, and were operating instead through affiliated companies.

Among bank-operated credit companies, the JCB (Japan Credit Bureau) is the foremost, with the largest number of credit cards issued under its own name, a total of 3.7m cards. The oldest was started in 1960 by Sumitomo Bank, then joined by Mitsui, Daiwa, Kyowa and Hokkaido Takushoku Bank.

Bank-operated credit companies have the advantage of access to cheap funds but their activities are regulated by the government. For example, they are not able to issue instalment payment credit cards.

Meanwhile, credit sales companies such as Nippon Shifpan and Marui are vigorously promoting their credit cards, with the instalment credit card system as a major weapon. To counter this, commercial banks such as Daiichi Kangyo, Fuji, Taiyo Kobe, and Saitama set up their own credit company called Union Card last February, through a tie-up with MasterCard of the U.S. Both Mitsubishi Bank through its "Diamond Credit" company, and Tokai Bank through its "Million Card" company also teamed up with MasterCard. Sumitomo International is linked with Visa International, the world's largest credit company, setting up

"Visa Japan." This summer JCB made a further leap into the world card market, so far dominated by the big four U.S. companies, by starting issuing credit cards to non-Japanese nationals abroad. In the initial year, it hopes to issue about 10,000 of those cards.

American Express launched its AmEx Japanese Gold card from its traveller's cheque base for people in top income brackets in May 1980. And because of the huge growth of Japan's credit card market in the past two years, the company has decided to tap middle-income spenders by issuing the AmEx Green card. Visa International, the world's largest credit card company, has been operating in Japan through Sumitomo Credit Service, an affiliate of Sumitomo Bank. Visa has now decided to revamp its operation in Japan, however, by entering into arrangements with other credit card companies and city banks.

To Tokyo to promote its soon-to-be introduced "Electronic card," which gives cardholders instantaneous authorisation of transactions at the point of sale and automated recording of cash withdrawal at all member financial institutions throughout the world.

JCB is the only Japanese credit company to venture into an international credit card operation by tapping the vast

Credit cards are enabling Japanese banks to take an lead in electronic banking, or "home banking," linking banks with homes by computer networks for easy and quick financial transactions, where the credit card plays a key role.

Since October, Japan's 63 regional banks, led by Bank of Yokohama, have provided a cash and credit card service which enables cardholders to deposit and withdraw cash through an automatic teller machine, and to apply for credit loans and small amounts of cash for purchases at retailers.

Even before the start of the new system, regional banks have received more than 500,000 applications for the card and expect to have over 3m credit cardholders within three years. This will pose a great threat for the commercial bank-operated credit card companies led by JCB cards, according to a spokesman for the Regional Banks Association.

The Japanese have been slow to get used to credit cards, but very quick to adopt to mechanisation or electronic banking. Currently, moves are afoot to set up a joint on-line credit card system across the nation to speed the checking of credit-worthiness of holders at sales counters. However, two different computer on-line systems are competing and government officials are concerned that the two different systems will give rise to confusion among cardholders and retailers.

Last month, Nippon Telegraph and Telephone Corporation (NTT) launched its "CAT" (Credit Authorisation Terminal) service for Japanese bank-operated credit companies, stealing a march on a similar system called "Credit Authorisation Network" (CATNET), developed by IBM Japan.

The CAT service has started with 148 terminals installed at

member shops and will be expanded to 10,000 terminals by 1985. Both camps are competing fiercely to recruit smaller institutions to use their on-line systems. Agricultural co-operatives and credit associations are joining the bank-operated CAT system from autumn next year.

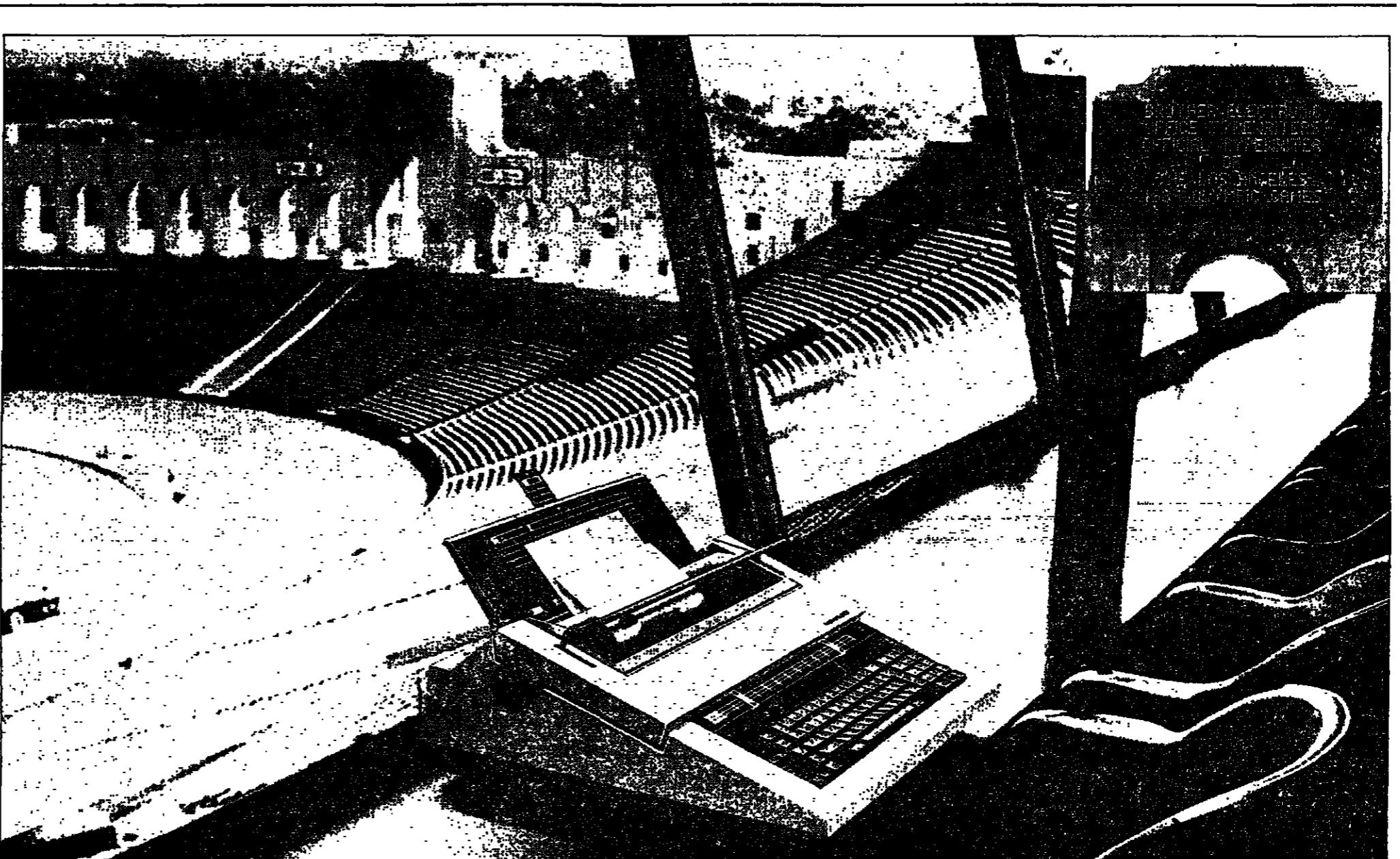
With the rapid growth of the credit card market, the Japanese government has been working to ease various obstacles. Officials of the Ministry of International Trade and Industry (MITI) are revising the hire-purchase laws to allow banks to issue instalment payment credit cards and grant rights for consumers to refuse payment to credit companies, if they are not satisfied with the commodities or services they have bought.

MITI is also working on the unification of Japan's credit cards to the international standard to conform on such details as size and the number of magnetic digits, particularly in view of the rapid changes towards combining credit cards with electronic banking. Current differences in the various cards create great inconvenience for retailers, who have to instal as many different terminals as types of cards.

Regulated

Bank-operated credit companies are emphasising the great advantage of international services for Japanese tourists abroad through their links with the international card companies such as AmEx, Visa, MasterCard or Diners Club.

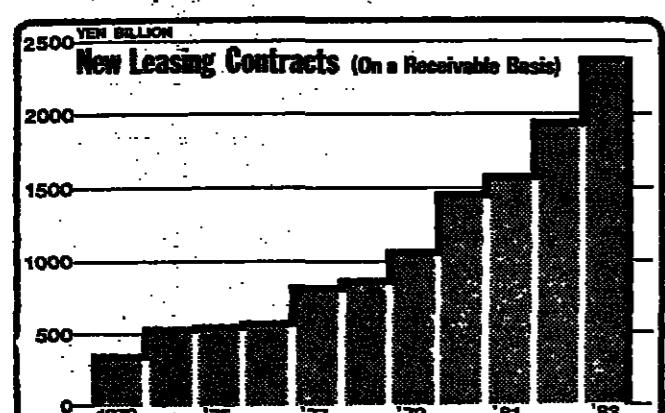
At the same time, the international credit card companies such as American Express, Visa



JAPAN'S TOP TEN CREDIT CARD COMPANIES*

	No. of cards (m)	Per cent growth	Cards issued to affiliated retailers (m)
Nippon Shifpan	5.60	15.9	3.2
Marui	5.30	13.3	—
JCB	3.67	7.6	—
Union Card	2.68	1.1	—
Selma distribution group	2.64	34.0	Retailer
JACKS	2.60	21.9	Instalment sales
VISA Japan (Sumitomo bank)	2.23	10.8	Bank-operated
Diamond Credit	2.00	20.4	Bank-operated
Orient	1.90	81.0	Orient Finance
Million Card	1.75	6.1	Instalment sales
			Bank-operated

* March 1983.



Competition in growing market

CONTINUED FROM PREVIOUS PAGE

recent U.S. dollar interest rates have made yen-denominated contracts less attractive to regional lessees of aircraft and other equipment.

As well as diversifying internationally, Orient has aimed for a broader base of finance-related activities within Japan. In 1979, it established a consumer credit subsidiary, and in 1980 began making housing loans.

Specialised

In 1982 Orient established a joint-venture with IBM and Morgan Guaranty International Finance Corporation, to provide specialised leasing services for medium-to-large IBM computers.

Orient's president, Mr. Yoshitaka Miyuchi, has described his company's expansion as a fairly pragmatic business. "There's a certain amount of luck involved," he noted in Orient's last published annual report. "If an area looks prom-

ising, we'll try it, but we won't make an absolute commitment. It doesn't prove profitable, we withdraw."

An important consideration for Orient's expansion has been the presence of suitable joint-venture partners. OLC only started consumer credit, noted Mr. Miyuchi, when "an experienced partner encouraged us to." In its overseas joint-venture leasing companies, Orient has both a local partner and, where possible, a close relationship with local banks as a source of local currency funds and of knowledge of their domestic market.

Orient's overseas companies do most of their business with companies based in their country of operation, rather than with Japanese companies investing in the area.

Orient will soon be 20 years old—a time for celebration but not relaxation. "Every month a new leasing company is born," Mr. Shimamoto observed.

Being selected to compete in the Olympic Games takes years of hard work and training. The same can be said for being designated by the Los Angeles Olympic Committee as their official typewriter. Through many long years of making typewriters, Brother has gained the experience and reputation for quality that are necessary to produce a machine sophisticated enough to gain such acceptance.

The EM-200 with its 16 character display and 8K memory

allows storing text and phrases, and detection and correction of errors before they're printed. The correction memory on both the EM-200 and EM-100 permits automatic correction of the previous 500 characters. Press a button and you are automatically relocated to the position that you started from. But what really puts our EM series ahead of the competition is its reliability through many years of use. All typewriters wearing the Brother EM symbol are winners of one of the most severe testing courses ever devised for office machines. By producing the "Official Typewriter of the Los Angeles 1984 Olympic Games," the efficiency experts at Brother have again shown their sophistication in high-quality office machines.

Official Typewriter of the Los Angeles 1984 Olympic Games



"Who makes good things, makes good friends."

brother
Electronic Office Typewriters

Brother Industries, Ltd. Nagoya, Japan

Office Equipment Division, Jones + Brother Limited, Shepley Street, Guide Bridge, Audenshaw, Manchester M34 5JD
Telephone: 061-330 6531 (8 lines)
Telex: 669092

Please send me more information on the complete range of Brother typewriters.

Name _____

Position _____

Company _____

Address _____

To Future Generations, Security



Stonehenge
On England's Salisbury Plain stand these giant stones. Man's early attempts to understand his universe...

Social welfare is a subject of serious consideration in most modern societies. Man in the twentieth century accepts his responsibility to bequeath to the next generation a society better than his own. Daiwa Bank is not unique in accepting this responsibility, but Daiwa is unique in making acceptance of this role in society an integral part of their banking service.

Daiwa is the only Japanese city bank to combine banking and trust business. Daiwa is thus a fully integrated banking institution, comprising banking, international financing, trust, pension trust, and real estate business. This integration is part of our effort to fulfil our social responsibility consistent with society's needs in a contemporary environment.

a fully integrated banking service

DAIWA BANK

Head Office: 21, Singomechi 2-chome, Higashiku, Osaka 541, Japan
International Banking Headquarters (Tokyo Office):
1-1, Otemachi 2-chome, Chiyoda-ku, Tokyo 100, Japan
Overseas Branches & Agency: London, New York, Los Angeles, Frankfurt, Singapore & Hong Kong
Overseas Representative Offices: Sydney, São Paulo, Houston, Paris, Panama, Bahrain, Mexico, Vancouver, Jakarta, Seoul and Beijing
Subsidiaries: Daiwa Bank Trust Company, New York; Daiwa Bank (Capital Management) Ltd., London
Affiliates: P.T. Bank Perdana, Jakarta; Daiwa Overseas Finance Ltd., Hong Kong

Small computers

CHARLES SMITH

JAPAN'S personal computer industry entered a new era in the second half of 1983 with the adoption by 16 computer and consumer electronics manufacturers of the MSX standard for very small home use computers.

MSX, which was developed by the U.S. software company Microsoft Corporation, is a system which enables the user to start operating the computer immediately after the insertion of a software package which comes in the size and shape of an audio cassette tape box and which costs between £4,000 and £5,000 (\$17-\$21) per programme.

The MSX machine itself which is now being made in Japan by nine manufacturers can be bought for as little as £140.00 (\$200) or as much as £100,000 (\$425) if a number of extras are included.

Matsushita Electric, the company which led the movement among Japanese companies to adopt the MSX standard, expects about 150,000 computers to be produced during the current fiscal year (ending in March 1984) and perhaps as many as 700,000 in the 1984-85 fiscal year. If Matsushita's forecasts are correct it would seem to follow that roughly half of the very small personal computers made in Japan from spring 1984 onwards will be MSX models.

The MSX standard, which combines a basic operating system together with some common hardware specifications, "arrived" in Japan in summer 1982 when the system was explained to Matsushita by Microsoft's Japanese agent, ASCII Corporation.

Mr Yuji Oshimori, an executive in Matsushita's Corporate Planning department concerned with computers, says the system impressed Matsushita by its simplicity and because it promised a sharp reduction in production costs as compared with other small personal computers. Matsushita accordingly took the initiative in organising an MSX committee, consisting of other computer and consumer electronics companies (of which some dozens are already on the market in Japan) through educational programmes for children to housekeeping uses such as the pre-

some initial difficulties in the shape of resistance by "one major manufacturer" (whom Matsushita declines to name). By May 1983 however, general agreement had been reached on the adoption of the MSX standard by 14 companies, with two more joining during summer.

A crucial factor in the decision to go ahead with MSX was a sharp reduction in the amount of royalties originally demanded by Microsoft and ASCII from what Matsushita describes as a "very high" initial request.

Another decisive point was Microsoft's decision to charge Japanese software companies a nominal fee of only Y5,000 to produce software packages conforming to the new standard.

With the adoption of the MSX system, a general principle by the middle of 1983, individual manufacturing members of the group set about the task of commercialising the new standard with traditional Japanese speed and efficiency.

Matsushita, first of the 16 companies to put an MSX computer on the market, began selling its machine at the end of October and is now turning them out at the rate of 15,000 units per month.

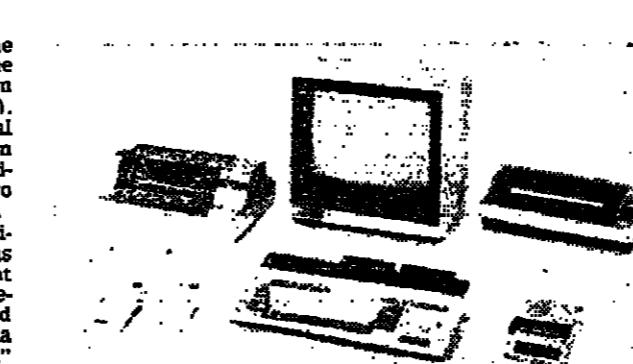
Other companies already in production include: Toshiba (10,000 units per month) and Matsushita Electric (5,000 per month).

Share

By the end of 1983 all MSX producers are expected to have either announced or begun to make their machines with the possible exception of NEC, Sharp and Casio—the three companies which held the largest share of the market for small personal computers before MSX made its debut.

The group of 16 companies includes two, Nippon Gakki and Japan Victor Corporation (JVC), which are new to the computer business, although both have wide experience in other fields of advanced electronics. Several other members of the group, including Matsushita itself, traditionally have been thought of as general purpose consumer electronics manufacturers rather than as computer specialists.

According to Matsushita's Mr Oshimori the MSX computer's uses extend from computer games (of which some dozens are already on the market in Japan) through educational programmes for children to housekeeping uses such as the pre-



Matsushita's CF-200 MSX computer and peripherals. The company has led the movement by Japanese makers to adopt the MSX standard

paration of tax statements and simple business applications of the kind that might be of interest to companies with, say, 20 to 50 employees.

The MSX can be used to compose music, which first asks the user what rhythms and time signatures he wishes to use and then proposes music for each track which the user can either accept or reject.

Programmes for children designed for arithmetic programme for six years old in the Japanese primary school system, an English composition programme for junior high school students and a physics programme for senior high school students.

Matsushita estimates that about 1,000 should be available by late 1984. The fact that software houses that have joined the MSX group can sell programmes for use on machines made by 16 different companies instead of for a single machine should prove an enormous incentive to the composition of MSX software, Mr Oshimori says.

Matsushita is inclined to be vague about the future of MSX, but some companies are ready to predict that within five years or so about 20 per cent of Japanese households may have acquired MSX computers. (This compares with 12 per cent of homes that as far as video tape recorders and the 50 per cent that have bought audio systems.)

A key factor in the long-term prospects for MSX, according to Matsushita, will be the extent of progress on the nationwide

about 1,000 should be available by late 1984. The fact that software houses that have joined the MSX group can sell programmes for use on machines made by 16 different companies instead of for a single machine should prove an enormous incentive to the composition of MSX software, Mr Oshimori says.

Matsushita is inclined to be

vague about the future of MSX, but some companies are ready to predict that within five years or so about 20 per cent of Japanese households may have acquired MSX computers. (This compares with 12 per cent of homes that as far as video tape recorders and the 50 per cent that have bought audio systems.)

A key factor in the long-term prospects for MSX, according to Matsushita, will be the extent of progress on the nationwide

digital information network that has been proposed by Japan's state telecommunications entity, Nippon Telegraph and Telephone. If the NTT "Information Network System" becomes a reality by the late 1980s the MSX computer could find a role as a terminal for the system.

This would mean that MSX computers might be installed in Japanese households in much the same way, and for much the same reasons, as telephones are installed today.

Reality

The adoption of the MSX system poses questions about the future in Japan's domestic market for non-MSX personal computers such as the range of models promoted by NEC Corporation, but for the time being no one seems to have a very clear answer to such questions.

What is being said, in general terms, is that MSX machines probably will take over the lower end of the market for eight-bit personal computers while allowing sales of some of the more expensive eight-bit models that offer features not included in the MSX system to continue.

A computer which could well survive the MSX revolution is NEC's 6001 which sells for \$40,000 and offers substantially more to the user than the MSX system. Sixteen-bit personal computers, which can now be bought in Japan for as little as \$150,000 (for a newly introduced

model Casio model), represent a different sector of the market and will be largely unaffected by the introduction of MSX.

The 16-bit computer, however, could itself ultimately become a candidate for standardisation in Japan, with IBM Japan's newly-introduced 3350 model offering a likely starting point.

A final set of questions posed by the emergence of the MSX standard concerns the impact of the Japanese move on computer makers in other countries. Matsushita's Mr Oshimori says that exports of the MSX will probably start in mid-1984 with manufacturers aiming to build up stock in time for the Christmas shopping season in the U.S. and Europe.

While Japanese exports get underway, U.S. and European computer and electronics manufacturers may themselves be considering adoption of the MSX standard. Computer manufacturers in America are said to include General Electric of the U.S., Philips of the Netherlands and a number of other European electronics manufacturers.

If such reports are correct, MSX could be on the way to adoption as a world standard for very small computers in much the same way as the VHS system seems to be establishing itself as a world standard for half-inch video tape recorders. MSX and VHS share the common feature of having been promoted by Matsushita Electric although neither system was originated by Matsushita in the first place.

A proliferation of new media

Database services

JUREK MARTIN

THE Ministry of International Trade and Industry (MITI) divides what it classifies as the "information services sector"—a Y805bn (\$3.4bn) a year industry in fiscal 1981, the last measurement year—into five

stitions and one each academic world who suffer from neither a lag in technological development nor from the simpler problem of only understanding the Japanese language.

According to Mitsubishi Research Institute (MRI), extrapolating from both industry and MITI data (the Ministry this spring published the first ever Japanese directory of data bank services) there were earlier this year 604 data bases—available in Japan: of these 234 covered business and finance, 209 natural sciences and technology, 54 the social sciences and humanities, 50 could be classified as general, 35 were multi-disciplinary and 22 were listed as "others".

Of these, and allowing for the considerable overlapping of the information provided, 334 constituted foreign-sourced data bases and only 122 could be firmly placed as original Japanese systems.

Definition

This proportion, incidentally, is very much in line with a different survey published in November by the Post and Telecommunications Ministry which, using a very broad definition of the word, found that "information" flowing into Japan outnumbered that flowing out by approximately a three-to-one margin.

Operation of data base services in Japan is catholic. The Data Base Services Industry Association, founded only in October 1979, had by last spring, 21 members; of these eight were research institutes, most affiliated with major industrial and financial concerns, seven information processing centres, four newspapers and wire services (Nihon Keizai Shimbun, which boasts the most comprehensive source materials, Asahi Shimbun and Jiji and Kyodo news agencies), three each from publishing (including Maruzen and Kinokuniya, Japan's best-known bookstores) and from manufacturing, two each were credit rating services and software in-

stitutions and one each academic world who suffer from neither a lag in technological development nor from the simpler problem of only understanding the Japanese language.

According to Mitsubishi Research Institute (MRI), extrapolating from both industry and MITI data (the Ministry this spring published the first ever Japanese directory of data bank services) there were earlier this year 604 data bases—available in Japan: of these 234 covered business and finance, 209 natural sciences and technology, 54 the social sciences and humanities, 50 could be classified as general, 35 were multi-disciplinary and 22 were listed as "others".

Of these, and allowing for the considerable overlapping of the information provided, 334 constituted foreign-sourced data bases and only 122 could be firmly placed as original Japanese systems.

Definition

This proportion, incidentally, is very much in line with a different survey published in November by the Post and Telecommunications Ministry which, using a very broad definition of the word, found that "information" flowing into Japan outnumbered that flowing out by approximately a three-to-one margin.

Operation of data base services in Japan is catholic. The Data Base Services Industry Association, founded only in October 1979, had by last spring, 21 members; of these eight were research institutes, most affiliated with major industrial and financial

concerns, seven information

processing centres, four news

papers and wire services (Nihon

Keizai Shimbun, which boasts

the most comprehensive source

materials, Asahi Shimbun and

Jiji and Kyodo news agencies),

three each from publishing (in

cluding Maruzen and Kinokuniya, Japan's best-known bookstores) and from manufacturing, two each were credit

rating services and software in-

the most tempting developments are in the financially-related area. The largest single operation currently in existence is the one-way desk-top service giving Japanese stock market prices.

Of obvious growth potential are credit rating services. Japan, traditionally a cash-oriented society which rewards savers not borrowers with tax breaks, remains relatively backward in consumer finance, is changing rapidly. But, in preparing for the expansion of consumer credit, necessary data is still lacking.

Criteria

According to Sumitomo Bank, the existing credit rating data banks have only about 100 names on file (the employed labour force is 5,700 strong) and have not really established proper criteria for judging the creditworthiness of those they do have. Nor is Japan yet to address such inevitable and important questions as the privacy of credit records, what goes into them and what access the consumer has to them.

The Government is to establish a consumer finance research committee next spring to examine all the implications, but some time seems bound to elapse before the necessary framework is established. Once it is, a substantial new sub-sector of the industry will be in a position to take off.

However, some existing marketers of data base services are in the business of turning profits. This is true of both the Maruzen and Kinokuniya operations, which together constitute the large secondary vendors of foreign data bases, and also of Nihon Keizai Shimbun's facilities, which also draw extensively on overseas source material.

To date, this has almost exclusively been from the U.S. and Canada, though Kinokuniya has recently acquired distribution rights to West German Scientific Data Base in Karlsruhe.

The yen's possibilities.

Mitsubishi Trust knows best the possibilities of the yen. Particularly concerning its operation in carrying out projects in various parts of the world. We supply medium- and long-term financing in yen or other currencies. Our experience and expertise in banking and financial management can help you. For further information, contact us.

The MITSUBISHI TRUST and Banking Corporation

HEAD OFFICE: 4-5, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100, Japan Phone: 03-212-1211 Cable: MITSUBISHI TRUST TOKYO Telex: J24258 MITSUBISHI TRUST • NEW YORK OFFICE: Phone: 212-630-1200 Telex: 2507 MITSUBISHI • LONDON BRANCH: Phone: 01-626-4721/3 Telex: 887208 MITSUBISHI • HONG KONG BRANCH: Phone: 5-2550033 Telex: 72495 MITSUBISHI • PANAMA BRANCH: Phone: 5-2550033 Telex: 72495 MITSUBISHI • SINGAPORE BRANCH: Phone: 5-2550033 Telex: 72495 MITSUBISHI • MEXICO REPRESENTATIVE OFFICE: Phone: 511-3197 Telex: 177371 MITSUBISHI • RIO DE JANEIRO REPRESENTATIVE OFFICE: Phone: 5-2550033 Telex: 72495 MITSUBISHI • AUSTRALIA-JAPAN INTERNATIONAL FINANCE LIMITED (HONG KONG): Phone: 5-2520771-5 Telex: 64599 AJIFEX

Nippon Credit Bank

12, Nihon 1-chome, Chiyoda-ku, Tokyo 100, Japan Phone: 03-212-1211 Cable: MITSUBISHI TRUST TOKYO Telex: J24258 MITSUBISHI TRUST • NEW YORK OFFICE: Phone: 212-630-1200 Telex: 2507 MITSUBISHI • LONDON BRANCH: Phone: 01-626-4721/3 Telex: 887208 MITSUBISHI • HONG KONG BRANCH: Phone: 5-2550033 Telex: 72495 MITSUBISHI • PANAMA BRANCH: Phone: 5-2550033 Telex: 72495 MITSUBISHI • SINGAPORE BRANCH: Phone: 5-2550033 Telex: 72495 MITSUBISHI • MEXICO REPRESENTATIVE OFFICE: Phone: 511-3197 Telex: 177371 MITSUBISHI • RIO DE JANEIRO REPRESENTATIVE OFFICE: Phone: 5-2550033 Telex: 72495 MITSUBISHI • AUSTRALIA-JAPAN INTERNATIONAL FINANCE LIMITED (HONG KONG): Phone: 5-2520771-5 Telex: 64599 AJIFEX

JAPANESE INDUSTRY VII

Lagging well behind industry in the U.S.

Computer software
CHARLES SMITH

JAPAN may be technically a match for the U.S. as a manufacturer of computer hardware but its software industry still lags behind Japanese software equivalents and the supply of capable programmers and systems engineers available to the industry is extremely limited. Another major problem facing Japan's software industry is the lack of any clarity in the laws relating to software copy rights.

These and other factors add up to what officials at the Ministry of International Trade and Industry describe as a state of "industrial infancy". MITI officials add, however, that they are working hard to strengthen the computer software industry and that adolescence, if not full maturity, may not be too far ahead.

According to MITI estimates, independent computer software houses in Japan sold about ¥300bn (\$1.2bn) worth of programs in the fiscal year running from April 1982 to March 1983, or nearly twice as much as they had sold three years earlier. Software sales next year could exceed ¥450bn according to the Japan Software Industry Association (an organisation which groups only the largest 150 or so software houses).

Sales of computer software by specialised "houses" account for only a small fraction of the total amount of computer programming being done in Japan. Programs written by computer manufacturers for their own use are probably worth between ¥500bn and ¥600bn per year while the value of software written by computer users is estimated to be as well into the hundreds of billions of yen.

Taken together, the various different types of software produced in Japan are probably worth considerably more than the output of computer hardware.

The number of companies actively involved in the software business is hard to estimate given the fact that many enterprises have only one or two staff but the industry association

believes there may be at least 1,000 "houses" in Tokyo and perhaps as many as 2,000 in Japan as a whole.

Big software makers employing 1,000 or more technicians are often affiliates of hardware makers such as Hitachi or NEC or joint ventures between hardware manufacturers and trading companies. Smaller "mansion type" companies are family enterprises operating with a minimum amount of capital and equipment.

MITI estimates that the combined sales of the 10 largest independent software houses in Japan amounted to ¥68bn in 1982 but point out that this represents only 12 per cent of the ¥750bn worth of sales registered by the 10 largest software companies in the U.S. Part of the difference in size and strength between Japanese and U.S. software houses is accounted for by the fact that operating systems software is very seldom written by independent houses in Japan. This contrasts with the situation in the U.S. where big companies such as Microsoft have specialised in the writing of operating systems.

A related difference between the U.S. and Japanese industries involves the relative importance of "customised" and "package-type" software. Japanese software houses are mainly involved in turning out programs that have been ordered by users or by computer manufacturers. U.S. companies on the other hand turn out amounts of ready made software.

Protection
Readymade or packaged software is cheaper and quicker to use than the customised variety but normally requires the protection of copyright laws, which are more highly developed and clearer in their application to the computer business in the U.S. than in Japan.

MITI is attempting to promote the development of package software by a planned revision of the copyright system and by improving the distribution channels available for software packages.

In time this should help the industry to diversify away from its dependence on customised products but the changeover may not be rapid. The extent of Japan's reliance on imported software packages is highlighted by the fact that early in 1983 no fewer than eight out



The software package available as an option with this Toshiba T-200 small business computer provides full accounting facilities. The various types of software produced in Japan are probably worth much more than the output of hardware.

Sales by computer software houses

Year	Yen
1978	33.97
1979	174.65
1980	266.07
1981	227.54
1982	306.09

Fiscal year running from April 1 to March 31

of the top 10 packages on the domestic market were American.

The extreme shortage of skills which is one of the software industry's other major problems is a natural phenomenon in a young, fast growing industry, according to MITI.

However, the existence of roughly three-to-one imbalance between the supply of computer systems engineers and programs and the demand for such people seems to be creating serious problems.

Fast-growing software makers like ASCII Corporation (a specialist in personal computer programming) admit to being worried about losing some of their key personnel and have had to increase wages extremely rapidly to keep staff.

Some small and medium-sized software companies have been hit by "spin-offs" of groups of workers who have left to set up business on their own.

The danger of mass walkouts of this kind, according to an official at the Software Industry Association, is that the "parent" company may become unable to "maintain" software already supplied to clients without the qualified staff who originally wrote the programs.

MITI is trying to combat the shortage of highly-qualified workers in the software industry.

A growing international presence

The international consortium which provides a full range of services including short, medium and long term credits, Eurocurrency deposits and foreign exchange dealings, underwriting and distribution of securities.

Associated Japanese Bank (International) Limited



29-30 Cornhill, London EC3V 3QA
Telephone: 01-623 5661 Telex: 883661

Shipments of new chip begin

Integrated circuits
ROBERT COTTRELL

JAPAN's semi-conductor manufacturers stand poised to begin mass production of a new generation of micro-chip technology. Sample shipments have begun of the much-awaited 256K DRAM (256,000 bit dynamic random access memory) integrated circuits, whose world sales are likely to surge into billions of dollars over the next three to five years.

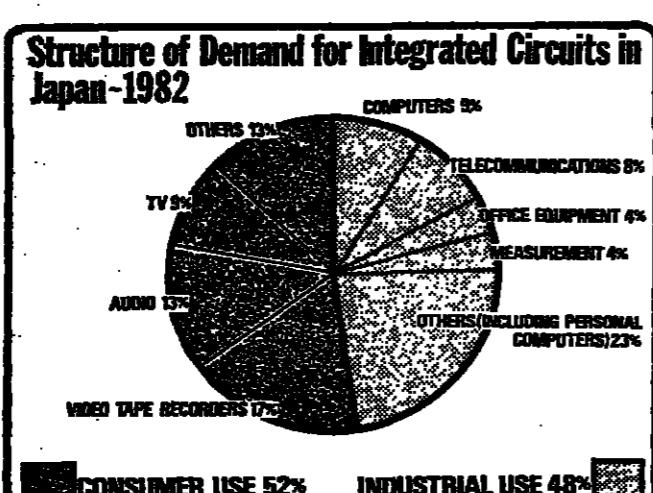
It is not, however, as though the industry needs a new product line to stimulate interest by customers. An unprecedented feature of the current year has been a widespread shortage of all types of semi-conductors, not only in Japan but in the U.S. also. By July this year, orders placed with Japanese manufacturers were outstripping production by 1.5 to one. Prices of mass-produced circuitry have stopped falling. Spot quantities of hard-to-find circuits have been bid up reportedly astronomical levels. In "occasional" dealer-transactions, the boom in personal computers in the U.S. and domestic electronics goods such as video-cassette recorders in Japan, have left manufacturers besieged by customers pleading to secure supplies.

Limited

To equip and commission a high-tech electronics manufacturing plant can take from one to two years, so manufacturers have a limited flexibility of response to recent levels of integrated circuit demand. Most, however, are looking to long-term buoyancy in the semi-conductor markets.

Capital investment as a proportion of sales has been rising across the board, and very sharply in some companies. Japanese manufacturers have always been strong in high-volume memory chip production. Lately, however, they have also been boosting their sales of non-standard circuitry, with devices adaptable to meet a particular client's needs becoming one of the industry's fastest-growing sectors—a market regarded as a stronghold of American manufacturers.

The success of Japanese manufacturers in both domestic and export markets has pro-



The manufacturers have recently been boosting their sales of non-standard circuitry with devices adaptable to a client's particular needs, which in turn reinforces demand.

voked from their U.S. counterparts protests of unfair competition, including allegations that the Japanese Government has supported research cartels among Japanese manufacturers to pin-point and dominate market sectors.

The present strength in worldwide demand for semi-conductors may have helped alleviate some of the so-called "trade friction" between Japan and the U.S.

Both countries have agreed to study a mutual abolition of semi-conductor tariffs next year. It may, however, be the battle for the 256K DRAM market which once more inflames relations between manufacturers on the two sides of the Pacific.

The 256K DRAM chip will succeed the 64K DRAM as the mass-production "state of the art" and offer for times the memory capacity. Six Japanese semi-conductor manufacturers have already displayed their own prototypes of the chip. Some have begun trial shipments to clients. NEC, Japan's largest semi-conductor manufacturer, is ready to make 100,000 256K DRAM chips this month. American manufacturers, led by Western Electric, are preparing to do the same.

Fresh in the industry mind is the advent of the 64K DRAM, which saw the Japanese manufacturers steal a decisive march over U.S. rivals. Helped by heavy research and development expenditure in the late 1970s, Japan's manufacturers won through a cut-throat year

for Japanese semi-conductor products has reflected strong growth in both domestic and export markets. Domestic sales of MOS IC products, which include memory chips, leaped 70 per cent year-on-year in second-quarter 1982, to reach ¥123.57m, while linear integrated circuits showed a second-quarter year-on-year rise of 28 per cent.

Turnaround

Most striking still was the turnaround in demand for discrete components, which showed a 20 per cent sales increase in second-quarter 1983 after four consecutive quarterly declines, according to figures prepared by the Ministry of International Trade and Industry.

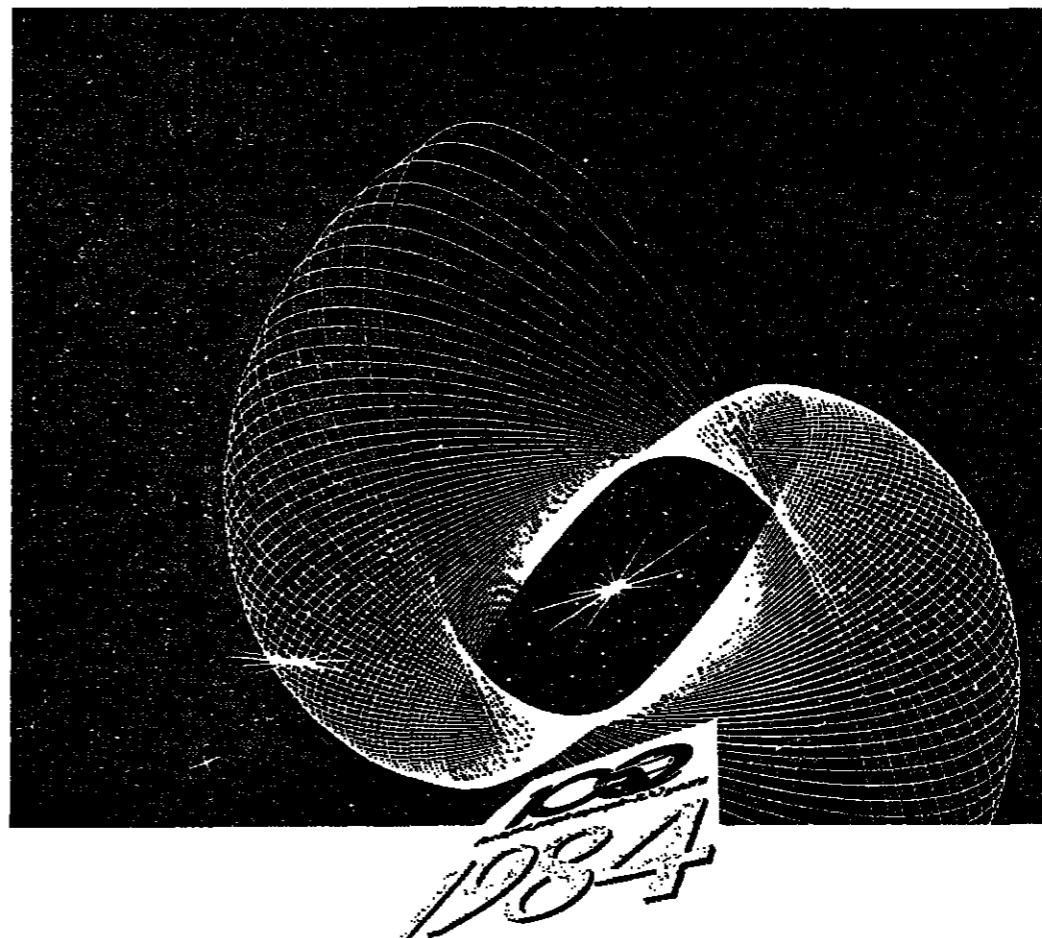
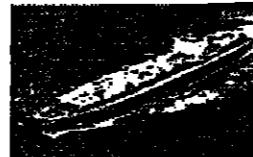
The boost in discrete IC sales reflects resurgence in demand from audio, VCR and television manufacturers, who together—according to Nomura estimates—account for 52 per cent of demand for discrete ICs, and 73 per cent of demand for linear ICs. VCRs, in particular, are one of the most important determinants of Japanese semiconductor demand: industry analysts say that the duration of current tightness in some types of semi-conductor supply may be prolonged by demand for VCRs related to next year's Olympic Games.

Exports of integrated circuits from Japan have also forged ahead, led by strong demand from U.S. computer manufacturers and assemblers. Exports to the U.S., which had declined two per cent in 1981, rose by 64 per cent in 1982, by 70 per cent in first-quarter 1983, and by 63 per cent in the second quarter. That expansion is likely to slow in coming months, says Nomura, not so much because of weaker demand but because of limitations on production capacity.

Japanese manufacturers are responding to the need for higher levels of technology and greater production facilities by boosting sharply their new capital investment. Analysts expect the nine leading semi-conductor companies to show much higher semi-conductor-related capital expenditure in the current financial year, probably up from a previous ¥233bn to ¥343bn, a rise of 47 per cent compared with a 31 per cent forecast rise in sales. The new capital expenditure is expected to be concentrated on semi-conductor manufacturing facilities.

For the time being Japanese manufacturers are holding a fairly low profile on their 256K DRAM programmes. Part of the reason, Mr Kimbara concedes, is a concern to avoid offending U.S. manufacturers. More importantly, he says, "64K business is profitable enough."

The broad pattern of demand

Mitsui O.S.K. Lines at 100:
"Our best years are still ahead."

From wind power to solar power, seahorse to satellite. Mitsui O.S.K. Lines' first century has been one of wondrous change and development.

Yet, as we pause to reflect in our centennial year, it's not to the past we look, but ahead. To even more rapid and revolutionary changes in our industry. To a future, the final form of which we can't predict, but one in which we expect to have a hand in shaping. To the best years of our corporate life.

100
Port to port, people to people—100 years

Mitsui O.S.K. Lines
Head Office: Tokyo, Japan

LONDON BRANCH — Plantation House, 31-35 Fenchurch Street, London EC3M 3HP. Telephone: 01-283 7081/8

U.K. & EIRE — General Agents: Lambert Brothers Ship Agencies Ltd, 450 High Road, Ilford, Essex, IG1 1NA Telephone: 01-553 3311

JAPANESE INDUSTRY VIII

Digital network linkup by the 1990s

Telecommunications

CHARLES SMITH

JAPAN PROBABLY has passed the stage in its economic development where growth is likely to be fostered significantly by investments in conventional industries such as steel or cars. However, it still looks as if the coming revolution in telecommunications could provide a stimulus to the economy.

At the centre of the revolution, so far as Japan is concerned, is the ambitious plan of the state telecommunications entity, Nippon Telegraph and Telephone (NTT), to set up an Information Network System (INS) that will link the entire nation with a single multi-purpose digital communications network by the late 1990s.

INS is now in the very early stages of being implemented but the plan has already become a symbol of the new "information era" in which economic growth will be fuelled more by high technology industries and services rather than by traditional "hardware".

The background to NTT's enunciation of its INS concept

is the same as that which has impelled a number of telecommunications authorities in other countries to take a fresh look at their systems in the past few years. One major development has been the appearance of a number of new communications systems, such as facsimile, that work better when messages are transmitted digitally than when a traditional analogue telephone line is used.

A second important change in the situation facing NTT and other authorities has been the rapid emergence of fibre optics technology. Optical fibres, which transmit telecommunications signals in the form of light, can carry a far higher volume of digital information than conventional coaxial cables and therefore offer a highly suitable means of communication in an age when facsimile and data transmission between computers is likely to become increasingly common.

Telecommunications authorities like NTT theoretically have the option of ignoring the new information technologies and sticking to their traditional business of operating analogue telephone systems. However, NTT seems to have no exception to the general pattern in deciding that it must confront the challenge facing it even if this means rebuilding much of

Japan's existing telecommunications system.

One reason why NTT would have been very unlikely indeed to ignore the opportunities presented by revolution in telecommunications technology is that Japan happens to be particularly well suited to "digitalisation". Digital systems tend to work better—or at least more economically—in situations where heavy loads of information are being carried over short distances, as in Japan, rather than in countries like the U.S. where the telecommunications system has to carry relatively small amounts of information over many thousands of miles.

Japan's densely-packed urban communities all lying within a few hundred miles of each other present precisely this first type of situation, although NTT officials say that many European countries should also be well suited to the introduction of digital telecommunications links.

The distinctive point about Japan's position vis-à-vis the digital revolution in telecommunications is that NTT appears to have got itself committed to a pre-digital switching system that could prove costly and time consuming to change. About 80 per cent of the switching systems in use within the

NTT communications network are of the conventional cross-bar type rather than of the "time division" electronic variety which is needed to get the best out of a digital communications system.

Switching

A senior NTT official who was closely involved with some of the groundwork for establishing INS believes that Japan may be about 10 years behind the U.S. in making the change to electronic switching systems. In ordinary circumstances, he adds, the corporation would need to allow about 15 years for full depreciation of its conventional switching system before starting a full change-over to digital switching systems.

Part of NTT's solution to the problem of speeding up the transfer to a digital switching system is to try to ensure that its investment in digitalisation earns the maximum return from the beginning. To this end NTT hopes to persuade the largest possible number of telephone subscribers in Japan to start using the new telecommunications terminals (computers, facsimiles and so on) that will generate a high volume of traffic down digitalised transmission lines.

NTT, however, has no intention of making or marketing terminal equipment itself. As with previous stages in the extension and diversification of Japan's telecommunications system, the corporation hopes to mastermind the development of new equipment at its research laboratories on the outskirts of Tokyo and then have it manufactured by the major electronics groups that have co-operated with NTT in the past.

The development of the "mini-fax" home-use facsimile machine under NTT auspices is one recent example of the way the corporation sponsors new developments in hardware that are likely to create additional demand for the telecommunications network. Many such developments are likely to take place over the next few years.

Although much new equipment still has to be designed and developed, NTT officials say that all, or nearly all, of the basic technology needed to establish INS is already available. Success of failure of the INS concept, however, may hinge crucially on whether the system makes sense economically. The costs of the communications hardware that telephone subscribers will have to buy to "join" INS which naturally depend on economies of scale and thus on how many people want to use the system in principle. This question, in turn, will relate to the charges set by NTT in the new bit-based tariff system that will eventually replace conventional telephone charges.

An experimental microcosm of INS in the Tokyo suburb of Minato City is already in operation with about 1,000 companies and 8,000 private homes linked to an optical fibre communications system that transmits data between telephones, computers and facsimiles.

NTT hopes to learn much about how INS will work on a nationwide basis but it seems likely that, even when the experiment ends, many crucial questions will remain unanswered.

INS has yet to reveal how much it plans to spend on R&D over the next two decades but a few rough indicators are available as to the scale of the corporation's thinking. Investments that are directly related to INS already absorb several hundred billion yen per year out of the corporation's annual investment of Y1,700bn (57bn) over the next few years. Ultimately, some 80 to 90 per cent of NTT's investment could be going

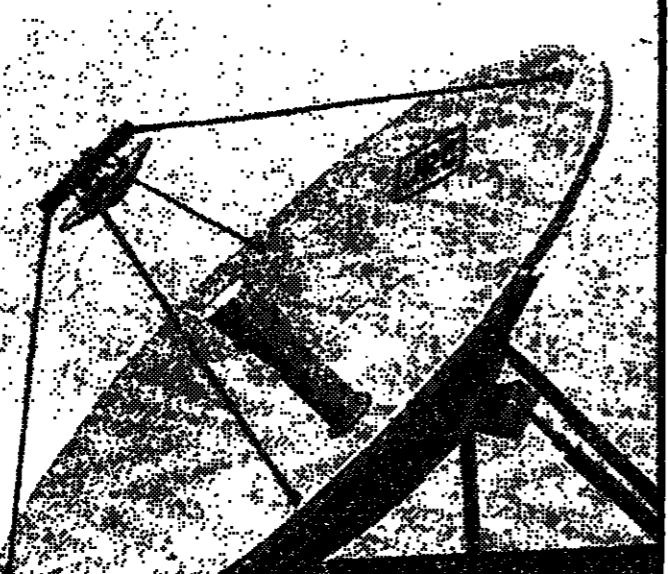


Glyn Genin
Digital telecommunications links are expected greatly to improve the transfer of business information. Above: the foreign exchange dealing room at the Sumitomo Bank, Tokyo.

towards the establishment of business once the system is established. NTT executives say they expect rival optical fibre networks to be laid down some time in the 1990s along the new high-speed rail tracks that Japan National Railways plans to build.

Competition could also come from the series of independent cable TV (CATV) networks that are expected to be licensed in Japan over the next few years. NTT's only official comment on all this is that it welcomes competition and that INS should be able to thrive alongside, or perhaps even in conjunction with, alternative means of telecommunication.

JRC A Group of Creative and Dedicated Engineers Working for Tomorrow's World.



- INMARSAT Ship Earth Station
- Radio Transmitters & Receivers
- Radiotelephones
- Radars/Collision Avoidance System
- Navigational Instruments
- Facsimile Receivers
- Fishing Electronics Equipment

- Domestic/Regional Satellite Small Earth Station
- Radio Communications Systems
- Coast Stations
- Automatic Mobile/Rural Telephone Systems
- Telemetry & Telecontrol Systems
- Simulators (Air Traffic Control & Marine Bridge)

JRC Japan Radio Co., Ltd.

Since 1915

MAIN OFFICE: 5th/6th Floors, Akasaka Twin Tower (Main), 17-22, Akasaka 2-chome, Minato-ku, Tokyo 107, Japan
Phone: (03) 584-2411 Telex: 242-5420 JRC TOK J Cable: JAPAN RADIO TOKYO

UK BRANCH OFFICE: N.Shokusei, Ground Floor, Temple Chambers, Temple Avenue, London E.C.4 Phone: 01-353-7960
Telex: 885629 JAPRAD G

U.S.A. BRANCH OFFICE: T.Hayashi, 120 East 56th street, New York, New York 10022 Phone: 212-355-1180
Telex: 230-54536 JAPANRADIO NYK

Thinking About Japanese Securities?

NIPPON KANGYO KAKUMARU SECURITIES CO.

13-1, Kabuto-cho, Nihonbashi, Chuo-ku, Tokyo 103, Japan. Tel: 639-7511, Telex: J24830 KANGYOK
Overseas Offices:
• Nippon Kangyo Kakumaru (Europe) Limited: Garden House, 18 Finsbury Circus, London EC2M 7AT, U.K.
Tel: 638-4571, Telex: 886221 KANGYO G
• Nippon Kangyo Kakumaru (Switzerland) S.A.: 14 rue des Cordiers, 1207 Geneva, Switzerland
Tel: 351060, Telex: 23238 NKS CH
• Operations Representative: 14 rue de Gramont, Paris 2e, France Tel: 296-5401, Telex: 23238
• Frankfurt Representative Office: 6000 Frankfurt am Main, Bockenheimer Landstrasse 47, F.R. Germany
Tel: 72 08 61, Telex: 412520 NKS D
• Nippon Kangyo Kakumaru International Inc. (New York) • Nippon Kangyo Kakumaru (Asia) Limited (Hong Kong)

Talk to the experts at Nippon Kangyo Kakumaru Securities for an informed opinion on the economy, the currency, portfolio mix, or a company. As one of Japan's leading securities companies, we have the research and market-making capabilities to help you realize the opportunities in the Japanese market.

had to sell off securities to meet dividend payments.

Yet in sharp contrast to its European and American counterparts, to whom rationalisation and/or protectionism have become the slogans of survival, Japan's steel industry still believes that the way out of the mire lies in as much new technological investment as can be afforded in basic steel and high value-added production.

Success of failure of the INS concept, however, may hinge crucially on whether the system makes sense economically.

Although much new equipment still has to be designed and developed, NTT officials say that all, or nearly all, of the basic technology needed to establish INS is already available. Success of failure of the INS concept, however, may hinge crucially on whether the system makes sense economically.

It is true that this reflects in good measure what appears to have been a mistaken gamble on seamless pipe, the cycle of investment in which is only now being completed. It will be recalled that in 1981-82 the burgeoning demand by the international energy industry for seamless pipe was more than masking huge recession-induced softness in price for steel sheet and plate.

Alloys

But the collapse in the price of oil and the slump in international energy activity brought the price of seamless pipe down from over \$1,400 a tonne to well under \$500 a tonne in the space of less than a year. With stocks of pipe still high it is estimated that demand will rise at best to 60 per cent of its earlier levels.

In their last reporting half year, ending September 30, the five integrated producers (Nippon Steel, Nippon Kokan, Kawasaki Steel, Sumitomo Metal and Kobe Steel) lost a collective Y57bn (\$243m). All but Kobe Steel, which never got into seamless pipe, suffered sales declines of between 11 and 29 per cent and all five

had to sell off securities to meet dividend payments.

Yashuhiro Nakasone, intent on improving relations with South Korea, has made economic co-operation a cornerstone of its bilateral policy. Thus Japanese assistance to the second Posco mill will go ahead, with major Japanese manufacturers of plant and equipment, rather than the steel industry itself, acting as the intermediaries.

But it is generally suspected that the Japanese steel companies will carefully monitor what technology is made available to the South Koreans and may even seek to obtain some informal understanding from Posco on limiting exports to Japan as a quid pro quo.

There is a mutual日本和諧感 (mutual respect) shared by both government and industry to be seen at this stage to be raising barriers to trade; after all, existing restraints on trade notwithstanding, Japan exports some 34m tonnes of its projected 98m tonnes production and is not unaware of the irony of the position of those who live in glasshouses.

An alternative is for the domestic industry to meet the imported threat head on, pro-

duct-for-product, which is for Japanese steel, especially within Japan's capacity. After all, more than 80 per cent of crude steel is continuously cast, nearly three times as high a proportion as in the U.S. and nearly twice as high as in Britain and France.

But if the Japanese government has made the industry uneasy in its dealings with South Korea, it has brought the steel companies unalloyed pleasure by the continued improvement in relations with the People's Republic of China.

In fact, soaring Chinese demand for Japanese steel, especially within Japan's capacity, is likely to take some of the sting out of the seamless pipe debacle.

Japan will probably sell close to 6m tonnes of steel to China this year, at least double the 2.9m tonnes of 1982, which was itself a third higher than in 1981. An estimated ten per cent of this year's Chinese purchases will be for seamless pipe. In all, China now stands as the largest single foreign country market for Japanese steel products.

Icarus might have made it with real time information.



As you get closer to your goal, conditions can change rapidly. So success means having the right information as it happens. That's why Sumitomo Bank keeps you flying high in all climates by exclusive facilities such as on-line data between our many overseas offices and Tokyo.

Extensive information

networks and computerized services combined with our specialized advisors and sophisticated management are powerful. Sumitomo resources we invite you to use. With an eye on the future, Sumitomo's creative banking services and perspectives can do more for you. At the start. And at the bottom line.

SUMITOMO BANK

3-2, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100, Japan

JAPANESE INDUSTRY IX

Electronics at the centre of research activity

Car design
ROY GARNER

THE SEARCH for improvements in car design through the introduction of increasingly sophisticated electronics equipment is a trend which can be discerned worldwide. In Japan, however, the switch in emphasis is especially fast-moving and has gained added impetus as an indirect result of the nation's difficulties in export markets.

The introduction of import ceilings in the U.S. and the protectionist sentiment in European markets has recently caused Japanese companies to focus their attention once again on the home market. The Japanese car buyer is second to none in terms of what he or she expects in the area of operational efficiency, particularly in fuel economy and overall durability, and also in the installation of the latest in new electronic gadgetry.

Each of the big Japanese makers supports a vast array of different car "models", and it is high-tech innovation that they now look to satisfy the demand for constant improvements on these familiar basic cars.

The home market is also particularly testing because of the uniquely strict design specifications imposed by the Japanese Government, especially concerning exhaust emission and noise pollution. As a result, visitors to the Tokyo Motor Show in November were able to browse over futuristic innovations which included everything from the centralised computer control of engine performance and electronic shift control, to inertial navigation systems and windscreen wipers which are activated automatically by raindrops.

Other forms of design innovation constitute a significant part of Japanese R&D programmes, notably in the use of new lightweight materials such as ceramics and fibre-reinforced plastics, and in the use of aerodynamically sophisticated styling. It is the application of advanced electronics, however, which lies at the core of research activity.

The introduction of the electronic monitoring and control of engine functions has facilitated drastic improvements in efficiency and performance. With these advances, including electronically controlled fuel injection, cruising speed regulation, engine idling reduction, ignition timing, diagnostic functions and exhaust cleaning.

The predictable outcome of such a diverse availability of electronic controls has been the introduction of computerised central control systems which co-ordinate all of these functions simultaneously. Nissan's Electronic Concentrated Engine Control System (ECCS) is al-



Intensive efforts are being made to improve car performance. These students at Mutsu Technological College are checking a newly-developed diesel engine which runs on liquefied hydrogen.

ready available in all of its car series, and Toyota is increasingly introducing its TCCS Toyota Computer Control System, both of which control most of these basic engine functions.

As a measure of how rapidly the electronics revolution is spreading, Toyota estimates that the value of electronic automotive components purchased by the Japanese automobile industry in 1985 will be three times that of 1980.

The timing of the "high-tech" movement is also closely linked to the rapid advances which have been made in the Japanese semi-conductor industry.

Since about 1980, when Japanese mass production techniques succeeded in providing low-priced high quality ICs, the automobile industry has become one of the largest buyers of the 16K Ram and 64K Ram chips, purchasing approximately ¥40bn worth of ICs in 1981, and it is this ready availability of miniaturised high-performance components which has offered the technical underpinning for the new wave of electronic innovations.

Optical fibres

At the Tokyo Show Nissan introduced its vision of the car of the 1990s, the NX-21. The ceramic gas-turbine engined automobile featured the liberal use of thin lightweight optical fibres as a substitute for the bulkier wiring of conventional cars,

Several experiments have previously been made with the use of voice-synthesis chips to instruct the driver on such matters as the fastening of seat belts and speed adjustment, but motorists have commonly tended to simply switch these gadgets off once the initial novelty value has waned.

The latest versions offer more worthwhile warnings, telling the driver if he is

becoming drowsy or driving too close to the car in front.

It is too early yet, however, to know whether these instruction systems will meet eventually with greater public approval.

Mazda's car of the future, the MX-02, attracted a lot of attention with its computer-controlled four-wheel steering system which allows the rear wheels to be moved sideways for parking manoeuvres, and for more efficient cornering. The MX-02 also features a system which displays essential information on the lower part of the windscreen, allowing the driver to keep his eyes permanently on the road ahead.

Increasingly high priority in car design. Electronic sensor devices are now used to monitor the driver's level of alertness in reactions, check the distance being kept between the driver's car and other cars or obstacles ahead, and to give warnings of such dangers as low tyre pressure.

Manufacturers also claim that their electronics equipment will increase safety by reducing the driver's workload. Some argue, however, that the dashboard arrays of these future cars, which often take on more of the appearance of an aircraft flight deck, will, on the contrary, disrupt the driver's attention.

Looking further into the future, Japanese makers express much interest in efficient navigational aid systems. Already Honda has announced an electro gyro-cator unit which uses a sealed helium gas-rate gyro and overlay maps to provide information on the driver's whereabouts.

Sensors

Toyota is experimenting with its computerised Navicom system which can be used to home in on a pre-set destination by use of terrestrial magnetic sensors.

Nissan has also introduced a magnetic drive-guide system.

Makers are aware that the majority of drivers in Japan spend most of their driving hours crawling at low speed through heavy city traffic. Consequently, the accent on internal comfort is also strong. Recently introduced luxury features include Digital Audio and sound systems, seats with individual speakers and vibration, which allow passengers to "feel" the sound, and increasingly sophisticated air-conditioning systems.

Electronic wizardry is also becoming important as a measure of status. The increasingly affluent younger generation of Japanese in particular have grown to expect a great deal in terms of new gadgets when choosing a new car, and as a result makers, through their own actions, have found themselves engaged in a sometimes frantic race to satisfy these raised expectations.

Hope for growth by diversifying

Textiles
JOHN BURTON

THE TEXTILE industry frequently has been described as one of the main engines of growth which pulled Japan into the industrial age. Now Japanese textile companies are looking to high-tech industries, ranging from biotechnology to consumer electronics, to pull themselves out of trouble.

When the first wave of shock strikes in 1973, makers of raw material costs saw their raw material costs skyrocket. That coincided with the spread of manufacturing plants for the three mainstay synthetic fibres—polyester, nylon and acrylic fibres—to countries that enjoyed lower labour costs, such as South Korea and Taiwan.

Decline

The result was that the Japanese textile industry, besieged by cheaper imports at a time of market stagnation, experienced a sharp decline in sales and profit growth, a position from which it has not yet recovered.

Unlike other depressed industries in Japan, such as petrochemicals and aluminium, textile manufacturers quickly adjusted to hard times by aggressively pursuing diversification into industries that shared some of the same know-how required for synthetic fibres.

That activity has clustered around four main areas: biotechnology, medical equipment and new industrial and electronics materials.

The textile industry's foray into biotechnology has received the greatest attention because of the market's potential growth. Toray, Japan's largest synthetic fibre manufacturer, is expected shortly to get approval from the Ministry of Health and Welfare to start production of an anti-cancer drug beta-type interferon.

Toray would be the first licensed manufacturer of the drug in the world and it has already announced plans to begin construction of a plant for the drug next July. However, beta-type interferon will be produced through a mass cell culture process, considered less efficient than gene-splicing (recombinant DNA), and its market potential may be limited by the fact that it can fight only certain types of cancer.

For this reason, Toray has funded research by Genetech in developing gamma-type interferon, which has greater commercial possibilities because of its versatility and its production through gene-splicing. In return for its financial support, Toray will receive marketing rights for the drug in the Far East.

Competing with Toray in the anti-cancer drug field is Teijin, the largest polyester maker in Japan. Teijin already has a fairly prosperous pharmaceutical business based on the manufacture of Venlaf, a drug for treating severe infections. Its drug subsidiary, Teijin Pharmaceuticals, which had a recurring profit of ¥1.3bn (US\$1.1m) in financial year 1982, on sales of ¥15.7bn (US\$70m) was amalgamated into the parent company on October 1 to boost its profit picture.

Teijin is developing monoclonal antibodies for fighting cancer with Hybritech in the U.S. and is co-operating with Biogen on an anti-hemophilia drug as well as with Fujisawa Pharmaceutical, its marketing agency for Venlaf, on a prostaglandin.

Meanwhile, Toyobo, Japan's eighth largest textile maker, is involving itself in the manufacturing sector of biotechnology by producing enzymes for research and production.

Opportunities

The booming demand for consumer electronics has been a godsend to the sagging polyester market. Textile companies are supplying polyester film as a basic material for the manufacture of VCR tapes, with Toyobo having roughly half of that market. And electronics are also providing other opportunities.

Textile manufacturers have expanded also into the related area of medical equipment. Asahi Chemical, Kuraray, Toray, Teijin and Toyobo are producing artificial kidneys, or dialysers, and Asahi Chemical and Kuraray are also making equipment for blood separation.

A more mature industry for textile companies is the pro-

Which full service shipping company started out 98 years ago with 58 ships and today runs over 280?

1885 58 ships
68,198 G/T

S.S. Yamashiro Maru Gross Tonnage: 2,528 G/T
Length: 91 m Breadth: 11.4 m
Service Speed: 8 knots

1925 87 ships
524,312 G/T

S.S. Hakusan Maru Gross Tonnage: 10,380 G/T
Length: 150.88m Breadth: 18.9m
Service Speed: 14 knots

1983 284 ships
7,099,658 G/T

M.S. Kasuga Maru Gross Tonnage: 58,440 G/T
Length: 289.49m Breadth: 32.2m
Service Speed: 23.25 knots

NYK.

Since NYK's founding in 1885 remarkable changes have taken place in merchant shipping. Except for a few notable exceptions, the days of sail and paddle steamers are over. Even in those early days though, NYK's founders saw the need for speed and efficiency in carrying cargoes to every corner of the world. Today, with over 280 vessels flying its flag, NYK still provides these essential services, with a modern fleet that is constantly being upgraded to satisfy the most demanding customers.

 **NYK**
NIPPON YUSEN KAISHA

Charting a course for tomorrow as well as today.

The seamless connection:
Bank of Tokyo

Bank of Tokyo provides the seamless connection

between your local and international banking needs.

Bank of Tokyo does this with superior services at both local and worldwide levels with a network more extensive than that of any other Japanese bank. Over 240 offices, representative offices and subsidiaries with their offices and 1,900 correspondent banks become powerful assets on your side in today's demanding financial environment.

Compare our performance. We believe you will find it speedier, more reliable and more economical. From organizing worldwide syndicated loans to rapid foreign remittances to considerate local services, Bank of Tokyo provides the meticulous concern you deserve.

Leaders in international banking since 1880
BANK OF TOKYO

JAPANESE INDUSTRY X

Uncertainty as latest cartel expires

Cement

BARBARA CASASSUS

THE CEMENT industry will have little to celebrate as it enters the New Year. The official cartel set up in August to reverse the drop in domestic prices will expire on December 31, almost certainly without coming anywhere near target, but with no certainty of what will happen next.

For the five-month duration of the cartel, output has been trimmed by 3.8 per cent and sales in the Japanese market by 2.5 per cent, against the same period of last year, in an effort to drive prices up from about Y13,000 (555) a ton for bulk cement to Y15,000 (664) or more.

But despite a compensating fall in energy costs — Japan's coal import prices have fallen 20 to 25 per cent since last year — the target is recognised as too ambitious in view of the extent of the demand slump, and analysts now predict Y13,400 will probably be the limit of the recovery.

Apart from the decline in cement demand for the key public sector, pressure on prices has been intensified by cut-throat competition among ready-mixed concrete manufacturers, which are acknowledged to be too numerous and

whose special tax and other financial concessions are due to end next March.

Meanwhile, cement makers are operating at an average of 63 per cent of capacity, with some plants completely shut down, and profits have tumbled, in several cases creating or deepening losses.

Rather than seek an extension of the cartel, the 24-company industry is preparing a plan to restructure marketing and distribution, which it will submit to the Ministry of International Trade and Industry (MITI) for listing under a second basic materials industry depression law enacted in April this year. If it is accepted, manufacturers will be eligible for various government subsidies, tax benefits and other financial assistance to restore order to their operations and market.

Based on Japan Cement Association forecasts that domestic demand will average 75m tons and exports 10m tons annually over the next five years, makers are discussing a proposal to scrap 25m tons or about 20 per cent of their present total production capacity of 120m tons.

Furthermore, they would amalgamate their sales and distribution functions into five groups headed by Mitsubishi Mining and Cement, Onoda Cement, Nihon Cement, Sumitomo Cement and possibly Ube Industries, with effect from April 1984. But apparently negotiations are faltering over smaller

independent companies' opposition to this idea, for fear they would be swallowed by the giants if the industry is restructured along such narrow lines.

According to recent figures, after slipping for four years running, sales in 1982 (1983 (ending on March 31 1984) are projected to rise 9.4 per cent to 84,670 tons from 84,330 tons in 1982, because of a surge in exports to the Middle East. Although domestic volumes were expected to be down from 72,370 tons to 70,350 tons, the government's economic package announced on October 10 offers some respite to the effects of its austerity spending programme.

An additional Y1.88 trillion was allocated for public works in the second half of fiscal 1983, about half of it to go for repairs after this year's earthquake and heavy rain damage. As Sumitomo, Onoda and Ube are strong in the affected areas, securities analysts tip them for investors because they are likely to secure a good share of orders for the extra 2.8m tons of cement needed for Tōhoku's reconstruction.

To offset the decline in domestic offtake and keep plants operating, manufacturers have stepped up exports this year, despite a price fall of more than 20 per cent compared to 1982. Total volume is expected to reach 14m tons, up from 11m tons, and should give Japan the edge over Spain as the top world exporter.

In recent years, the Middle East has overtaken South-east Asia by a two-to-one margin as the main regional market with Saudi Arabia remaining in front against all post-oil price cut expectations.

As in other materials industries, manufacturers are looking over their shoulders at neighbouring rivals in South Korea and Taiwan.

Adversary

In the short-term, there is less concern about competition from South Korea, as it prepares for the Asian Games in 1986 and the Olympic Games in 1988, but Taiwan is proving more of a formidable adversary.

It is said to have increased cement output capacity from 10m to 22m tons against a dwindling domestic demand and is said to have set up an unauthorised cartel to bolster its export effort.

Although its fortunes are not healthy at the moment, the industry derives comfort from what is regarded as its superior production technology and energy savings resulting from its 99 per cent complete switch from oil to coal, financed in part by Japan Development Bank (JDB) loans.

At today's prices, the savings amount to about 50 per cent on the basis of Btu equivalence and have been enhanced by the spread of dry-process New Suspension Preheater kilns, which represented 93 per cent of the total at the end of 1982, and calcinator furnaces to im-

prove fuel efficiency.

On the other hand, the energy bill suffers from the fact that 20 per cent of the industry's coal purchases have to come from Japanese mines and costs manufacturers \$90 a ton compared to \$50 a ton for imports.

At the same time, blaming increased requirement projections when deals were negotiated, suppliers complain that not a single ton has been lifted so far this year under certain long-term contracts with the cement industry.

Cement manufacturers are trying to keep their plans for fine ceramics firmly under wraps, but all the major companies and some of the smaller ones are at the research and development stage with electronic parts, engineering ceramics, basic materials or a combination of the three.

In some cases, they are aiming for the operation to represent 5 to 10 per cent of sales by the early 1990s. Other examples of manufacturers' moves into new materials are Onoda's tie-up with Dentsu Metco to supply ceramic plasma flame spray, a coating material for ceramic and NHK's Calmrite non-explosive demolition agent.

Clearly, these diversification plans are not far enough advanced to extricate the industry from its immediate plight. Meanwhile no one has forgotten that cement prices fell after the last two cartels were dissolved in January 1976 and December 1977.

based on a mixture of the company's own data and material provided by the Japan Meteorological Agency (JMA), but the company is not allowed to comment anything that JMA says about the weather outlook on a given day. What it can do is to offer more specific customer-related forecasts than JMA is able to do.

Ishibashi decided to get into the weather forecasting business after a lumber carrier he was in charge of while working as an executive of a big Japanese trading company was wrecked in a typhoon in the early 1970s. Ishibashi felt the wreck — in which 15 people died — could have been averted by better forecasting and decided to start doing something about the problem himself.

The decision may have been idealistic but it also turned out to be a lucky one. Whereas Ocean Routes is now a fast-growing and flourishing enterprise, Ataka and Company, Ishibashi's former employer, lost heavily on Canadian oil investment and was liquidated three years after he left.

Consumer-oriented services have become one of the fastest-growing sectors of Japan's economy in the past year. Charles Smith interviews two pioneers in this field

PROFILE: HIROYOSHI ISHIBASHI

On top of the weather

Korakuen's public address system to 50,000 people help baseball fans to decide to sit through a shower or give up and go home. They also provide free publicity for Ishibashi's company which may explain why it has never needed to advertise.

Ocean Routes Japan is now earning about Y300m per year from customised on-land weather forecasts and Ishibashi claims the figure is trebling at 12-month intervals.

He attributes this partly to technical progress, mainly in the computer field, which has transformed the speed at which highly accurate weather forecasts can be prepared for specific areas and partly by changing customer needs in Japan.

During the "rapid growth" era before 1973 most Japanese companies sought profits by

stepping up sales volume. Now, says Ishibashi, a beer company or a manufacturer of room coolers will pay heavily for accurate weather data which will enable it to adjust its inventory or decide when to launch a sales campaign.

Ishibashi says he aims at a 92 per cent rate of accuracy over a 24-hour period in his forecasts for Korakuen and other public events clients but his contracts with such companies provide full payment only if the accuracy range is between 80 and 85 per cent. A better than 85 per cent performance earns the company a 10 per cent bonus from the client, while a 90 per cent penalty is payable on a forecast that turns out less than 80 per cent accurate.

Ocean Routes forecasts are

PROFILE: KATSUYOSHI UKON

Success route of a handyman

KATSUYOSHI UKON is typical of the go-it-alone entrepreneurs who have been setting up new businesses in Japan's service sector. Mr UKON, now aged 43, makes Y20m to 30m per year as a professional handyman in the widest sense of the word. Not only that, he has established a network of some 50 handymen around Japan, all of whom originally studied the business at Mr UKON's home in a suburb of western Tokyo.

Mr UKON even has seven overseas "affiliates" — Japanese living abroad who have set up as odd job specialists working for other Japanese residents in the U.S., Brazil, France and New Zealand. Between them Mr UKON and his pupils constitute a small but significant new "industry" with a growth rate which probably exceeds that of any Japanese major manufacturing sectors.

Mr UKON decided to set up as a professional handyman in 1977 after watching a TV programme about a man who resigned from a safe job in business and failed to make a go of being a handyman.

Mr UKON's approach was simple but effective. He printed a handbill listing some two dozen different types of services he was willing to perform (from minor mechanical repairs to advice on filling in tax statements) and delivered it personally to 1,000 or so houses in his neighbourhood. Within six weeks he had picked up Y860,000-worth (\$2,706) of orders from 102 households and from then on the business never stopped growing.

Mr UKON says that although his business has succeeded far beyond original expectations, the types of jobs he is asked to do in Tokyo have been different from those he expected to get.

Mechanical repairs and advice on legal matters (which his law degree from a major Tokyo university qualifies him to give) are in relatively small demand. What constitutes the bulk of

the business are small-scale "errand" type jobs such as shopping or house-cleaning. UKON charges Y3,000 (his minimum rate for any job) to pick up one copy of a newspaper for someone who is too busy (or too lazy) to go to the news stand for himself. A trip to buy two cinema tickets (costing Y2,000 each) will cost the client Y20,000 in professional "expenses."

Apart from everyday errands, Mr UKON and his colleagues have been given "jobs" staying in empty hotels (to give the impression that the establishments are thriving), standing in as speech-makers at weddings, and eating meals cooked by lonely housewives.

Antarctic

Two of Mr UKON's more exotic overseas assignments have included going to Singapore to repair a refrigerator for a Japanese resident who did not want to call up a local repairman and visiting the Antarctic to bring back a stone for a collector.

The secret of being a handyman, according to Mr UKON, is to insist on being paid for every service you perform no matter how pointless the service may appear to be or how little effort is required to perform it. Demand reflects the fact that big Japanese cities such as Tokyo now contain large numbers of wealthy and lonely people who are willing to pay seemingly extravagant prices for trivial services.

As to his motives, and those of his colleagues, Mr UKON points out that he is earning six to 10 times more in his present occupation than he was as a water heater repairer for Tokyo Gas in the mid-1970s. To run your own business can be extremely lucrative, he says, but results are far from guaranteed. On a rough estimate only about 3 per cent of the Japanese who leave big companies in their 30s or 40s to start new businesses do become successful entrepreneurs.



BNP

パリ国立銀行

BNP celebrates this year
its 10th anniversary

in JAPAN

Tokyo

- BNP Branch
Yusen Building 3-2 Marunouchi
2 Chome Chiyoda-Ku
- BNP
Financial Representative Office
Yusen Building 3-2 Marunouchi
2 Chome Chiyoda-Ku

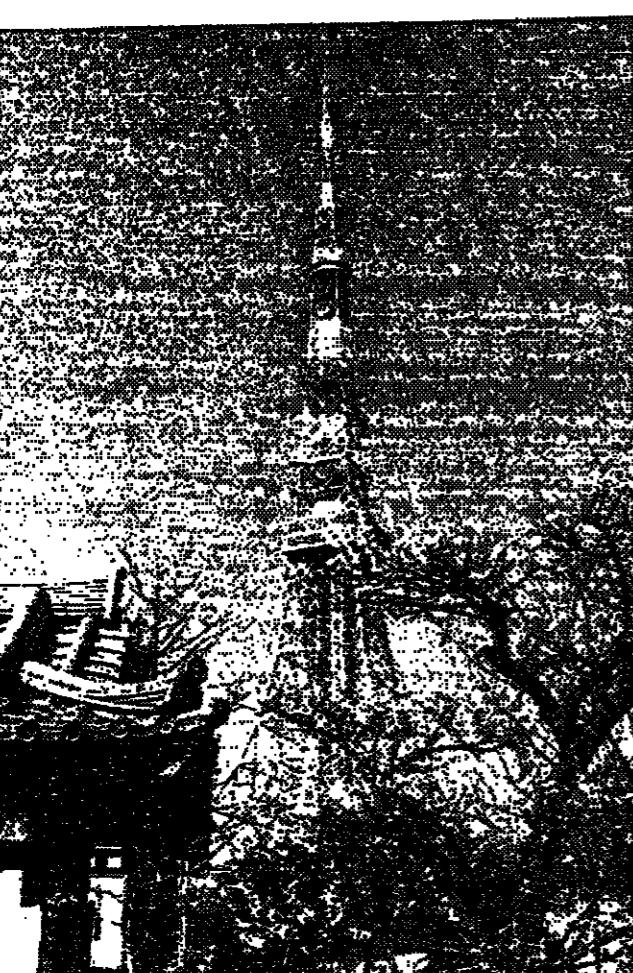
Osaka

- BNP Branch
Ohbayashi Building 37, Kyobashi
3 Chome Higashi-Ku



Banque Nationale de Paris

Head Office: 16 Boulevard des Italiens 75009 PARIS
Tel: 244-4546 Fax: 280 605



Tokyo Tower, one of the city's main landmarks. Japan has five commercial TV channels and the first cable station is on the way

SHOWA LINE

London Office: c/o Tatham Bromage & Co., Ltd. 46 St. Mary Ave., London EC3A 8EY
Tel: 01-283-9191. Telex: 885321
Overseas Offices: Vancouver, Seattle, San Francisco, Los Angeles, Chicago, New York, Mexico City, Teheran, Dubai, Singapore, Hong Kong, Manila, Sydney
Head Office: Hibya Kokusai Building, 2-3, Uchisaiwachi 2-chome, Chiyoda-ku, Tokyo 100, Japan Tel: (03) 595-2211 Telex: J22310

Around the world...

With the passage of time, our services only get better. Our global network lets us serve you quickly, efficiently. Whatever your banking need, choose Mitsui Trust.

MITSUI TRUST

Head Office 1-1, Nihonbashi Muromachi 2-chome, Chuo-ku, Tokyo, Japan. Tel: 03-270-2611 Telex: J26297 Cable Address: TRUSTMITS
London Branch: 99 Bishopsgate, London EC2M 3XD, U.K.
Tel: 01-838-0841 Telex: 875 MTRUST G
Glasgow Branch: 100 St. Enoch Square, Glasgow G2 8AA, U.K.
Mitsui Trust Bank (Europe) S.A.: Avenue Louise, 267 Bte 5, 1050 Brussels, Belgium Tel: 02-640-8550 Telex: 647-29 MTRUST B
Cable Address: MTRUST B
New York Branch: 100 Park Avenue, New York, NY 10016, U.S.A.
Tel: 212-750-1200 Telex: 234-1200 MTRUST N
Singapore Branch: 12-02 One Raffles Place, Singapore 0121, Republic of Singapore Tel: 227-6511 Telex: 227-6511 MTRUST S
Los Angeles Branch: 1000 Wilshire Boulevard, Suite 1000, Los Angeles, CA 90020, U.S.A.
Tel: 213-629-1400 Telex: 234-1200 MTRUST L
San Francisco Branch: 1000 Market Street, San Francisco, CA 94103, U.S.A.
Tel: 415-362-1400 Telex: 234-1200 MTRUST SF
Sydney Representative Office: 100 Pitt Street, Sydney, NSW 2000, Australia
Tel: 02-221-2121 Telex: 234-1200 MTRUST S
Hong Kong Representative Office: 10th Floor, 100 Queen's Road East, Wanchai, Hong Kong
Tel: 01-521-2121 Telex: 234-1200 MTRUST HK
Mitsui Trust Finance (Hong Kong) Limited: 10th Floor, 100 Queen's Road East, Wanchai, Hong Kong
Tel: 01-521-2121 Telex: 234-1200 MTRUST HK

JAPANESE INDUSTRY XII

Compact disc venture boosts flagging sector

Audio

CHARLES SMITH

JAPAN'S DEPRESSED audio equipment industry has received a small but significant boost this year from a new system of sound-reproduction which owes at least as much to pioneering research and development in Western Europe as to the efforts of Japan's own electronics companies.

The system, known as the compact disc (CD for short), is the world's first commercially available digital sound reproduction system and is claimed to offer far higher fidelity, as well as greater dynamic range, than conventional analogue systems. It was developed jointly by Philips of the Netherlands and Sony. Contrary to what Philips claims, although Philips claims to have done the greater share of the work before the two companies got together in the spring of 1978.

According to Sony, Philips and Sony worked in parallel from the summer of 1978 onwards on the adaptation to sound reproduction of digital encoding techniques used in other areas of advanced electronics and on the use of laser optics for picking up signals from a revolving disc. Sony had advanced far enough with its researches by February 1978 to propose the formation of a committee of Japanese electronics companies to study the introduction of a new digital recording standard.

A month later, in March 1978, Philips announced a digital recording concept using a small 4.5 in diameter disc which immediately caught the imagination of the Japanese manufacturers. The result of the Philips announcement was that Sony and Philips began working together from the summer of 1978 on the details of a new system with individual aspects being undertaken by one or the

other company. (Sony, for example, took charge of the development of an error-correcting mechanism which was reinforced from the original Philips concept.)

By June 1980 the system was complete in substance and in October 1981 the first prototype of a digital audio player was shown at an audio fair in Tokyo.

While working out details of their CD system Sony and Philips also started to "sell" the CD standard to other audio makers, the first of which was completed by the autumn. The two other alternative formats for digital sound reproduction, one of which was sponsored by the powerful Matsushita group, Support for the Sony-Philips CD system and for the AHD system proposed by Matsushita's affiliate, Victor Company of Japan (JVC) was fairly evenly divided in the earlier stages of development with the CD system winning 17 "votes" in the spring of 1981 while another 13 audio companies supported AHD.

By the autumn of 1981, however, Philips and Sony had managed to line up roughly 30 supporters for CD, representing almost the entire Japanese audio equipment industry. The first CD sets appeared on Japan's domestic market in autumn 1982.

Advantages

Sony says that, despite the CD system's obvious advantages over conventional vinyl records (including superior reproduction, longer life and reduced the virtual indestructibility of the CD disc itself) it has not caught on in Japan and the outside world at quite the speed anticipated a year or so ago.

Production and sales of CD players in the current fiscal year (April 1983 to March 1984) was originally expected to reach 500,000 units but now seem likely to fall about ten per cent short of this target, largely because of a slow start in the U.S.

American record manufacturers, who control roughly 50 per cent of the world market



Sony's compact disc is only a few inches across (left) and the player itself is compact. Much of the original development work was done by Philips and the two companies managed to persuade nearly all Japan's audio manufacturers to support the new system. Sony believes that compact disc could replace vinyl records as the standard system by the end of the decade.

for records, initially reacted hesitantly to the technological challenge of producing CD discs (a process more closely resembling the manufacture of integrated circuits than that of stamping or cutting conventional records). However, most of the big U.S. companies now seem to have decided to take the plunge, and Sony expects sales and production of records and discs to grow very fast indeed in 1984-1985.

CD could overtake vinyl records to become the standard form of audio disc in advanced countries by about 1989, Sony believes. By the early 1990s hi-fi enthusiasts would be saying goodbye to vinyl discs and to analogue recording systems together.

Sony's CD players were launched in the Japanese market at between Y168,000 (\$717) and Y263,000 (\$1,145) depending on the model, with the discs (initially marketed only by CBS/Sony) selling at Y3,300 for at least 40 minutes' playing time. Disc prices are expected to remain unchanged, at least for the time being. But Sony says that the cheapest CD player in Japan is now available at a shade under Y100,000 while the price of players in the U.S. has come down from \$900 to about \$700. Economics of

scale are expected to cut the costs of the key integrated circuits used in the compact disc player once sales start rising fast, but the scale economies may not necessarily be equally available to all makers involved.

The success of the CD system is yet another tribute to the flair of Japanese companies for turning good ideas into saleable products in the shortest possible time. However the fact that much of the original development work on the CD system was done by Philips puts an ironic slant on the story. Philips' Japan Manager, Mr R. Appeldoorn, is convinced the company was right in deciding in the late 1970s to throw in its lot with Sony in the development of a new digital recording system rather than to go it alone in trying to establish a system developed in Europe as a world standard.

This does not mean that Philips expects to have an easy time from now on in competing with the Japanese CD manufacturers. The Compact Disc — like video tape recorders before it — could well become the centre of a battle royal between Japan and "indigenous" European manufacturers for control of the European market.

Two basic advantages are being claimed for joint development. The first is that Japan's bid to achieve self-sufficiency in space technology would be hastened by the companies pooling their resources and expertise. The other is that it would put the companies on

Aim to be world supplier

Satellites

JOHN BURTON

COMPETITION IS greatly increasing with Japan's nascent satellite building industry, spurred by growing hopes that the country could become a supplier to the international aerospace market in the next decade.

Japan is slowing approaching the end of what has been a long development phase for its satellite industry, a period that has been characterised by heavy dependence on the U.S. for technological assistance.

The National Space Development Agency (NASDA) believes now that the country has gained sufficient technical prowess for the first satellite to be completely developed and produced in Japan can be launched within the next ten years.

In a classic case of the Japanese Government taking the leading role in developing a new industry, the Ministry of International Trade and Industry (MITI) and NASDA apportioned satellite work in the early 1970s among three major electronics companies. NEC was expected to acquire specification in a particular field by working together with American aerospace companies.

Work on communications satellites went to Mitsubishi Electric, which selected as its partner Ford Aerospace and Communications prime contractor for the Intelsat series. Broadcast satellites were allotted to Toshiba, which cooperates with General Electric, while meteorological satellites became the province of NEC Corporation, which linked with Hughes Aircraft.

MITI and NASDA now judge that the industry has developed enough to allow the system to be modified.

The Government has asked all three companies to jointly develop the fifth experimental technology satellite (ETS-5) and the nation's first Earth resources satellite (ERS-1), similar to NASA's Landsat series.

Two basic advantages are being claimed for joint development. The first is that Japan's bid to achieve self-sufficiency in space technology would be hastened by the companies pooling their resources and expertise. The other is that it would put the companies on

roughly the same competitive structure control system, solar cell panels and a mercury ion engine. Mitsubishi Electric is working on a gallium-arsenic solar panel for possible use on CS-3. And Japan is first to use operationally, on CS-2, communications equipment broadcasting over the high-frequency quasi-millimeter wave band, which will make it possible to squeeze communications satellites closer together without incurring interference.

Hitachi, for example, has made it known that it wants to join the club and it is already planning to take its first step into the field by constructing a satellite test chamber. It is hoping that this will be followed by participation in the ERS-1 project and the more ambitious sixth experimental technology satellite (ETS-6) programme.

If things turn out as expected by NASA, ETS-6 will be a prototype for a satellite that will be launched in the late 1990s to link together Nippon Telegraph and Telephone's Information Network System (INS), a digital communications network that will span the country.

But ETS-6 would also constitute Japan's declaration of independence from the U.S. in the satellite field since it would be the first all-Japanese satellite according to NASA plans. And ETS-6 would thus mark Japan's entry into the international satellite market since it has refused to budge. The only concession that Tokyo has been willing to make is to allow Japanese private companies to purchase U.S.-made satellites once they are permitted to enter the domestic telecommunications market, a government preserve dominated by NTT.

That obstacle would be eliminated once Japan completely develops and produces a satellite on its own.

The key question, though, is whether Japan will have the technical capability to achieve its goal according to schedule.

The country's communications satellite programme provides a good yardstick by which to measure. The first two series, CS-1 and CS-2, were largely designed and built by Ford Aerospace under contract to Mitsubishi Electric, which provided some assistance.

For CS-3, details of which were announced last month, Mitsubishi's technical role has

grown, although Ford is still providing some of the most vital components. While Mitsubishi will supply the satellite housing and antenna, Ford will provide the equipment to control the satellite's position in geostationary orbit, such as de-spin and apogee kick motors and orbital balance mechanisms.

By the end of the decade, Japan must duplicate this and other technology if it is to be

come an independent space power.

NASDA has already tested

advanced technology to power

and control satellites in space, including a three-axis attitude

structure and control system, solar cell panels and a mercury ion engine. Mitsubishi Electric is working on a gallium-arsenic solar panel for possible use on CS-3. And Japan is first to use operationally, on CS-2, communications equipment broadcasting over the high-frequency quasi-millimeter wave band, which will make it possible to squeeze communications satellites closer together without incurring interference.

Dependence

The industry has been carrying out this activity without worrying about the American competition in the domestic market. Aware that Japan is loosening its dependence on the U.S. and that time is running short, Washington has been pressuring Japanese government agencies such as NTT, to buy satellites completely built in the U.S.

Despite threats by Washington that it may hold up renewal of an agreement pledging the U.S. Government to buy Japanese telecommunication equipment, Japan has refused to budge. The only concession that Tokyo has been willing to make is to allow Japanese private companies to purchase U.S.-made satellites once they are permitted to enter the domestic telecommunications market, a government preserve dominated by NTT.

This promise is considered largely rhetorical since there are no plans at present by any company to operate satellites.

Japanese government agencies are expected to be the biggest users of telecommunications satellites through the rest of the decade and into the 1990s and it is almost certain that they will rely on satellites ordered from domestic manufacturers as part of a "buy Japanese" policy.

Nevertheless, Japan is anxious to continue to mine technical information from the U.S. and for this reason is eager to participate in the space station project being proposed by NASA.

NASA has asked both Japanese and West European aerospace companies to become involved in the project to help spread the costs and NASA recently awarded contracts to eight Japanese companies to conduct feasibility studies on several aspects of the space station.

Without the efforts of people like Toshiba, it is estimated that the earth's known energy

The experts may quibble on the exact date. But there's one thing all of them agree upon.

The absolute need to find alternative energy sources. And to conserve existing reserves.

At Toshiba we share this view. In fact we feel so strongly about

the subject we've made it the cornerstone of just about everything we do.

The four giant generators we supplied for a new hydro-electric plant on Ghana's Volta river are a good example.

The Volta river had no natural

waterfall at this point, nor the possibility of an artificial one.

Therefore our engineers (helped by the Boving Company who supplied the turbines) developed an ingenious scheme that used the river's natural flow.

As a result there is plenty of

electricity for local needs.

Enough left over for sale to neighbouring countries.

And the reassuring thought that while Toshiba continue to search for even better ways of using energy, your hopes for the future needn't fade.

In Touch with Tomorrow

TOSHIBA

Toshiba International Co. Ltd, Audrey House, Ely Place, London EC1. Telephone: 01-242 7295. Telex: 265062.